

Moving from values inaction to values-in-action: An exploration of how values can be  
managed intentionally by National Sport Organizations

Dina Bell-Laroche, BJ (Honours)

Submitted in partial fulfillment of the requirements for  
the degree of Master of Arts in Applied Health Sciences  
(Sport Management)

Supervisor: Joanne C. MacLean, PhD

Faculty of Applied Health Sciences, Brock University  
St. Catharines, Ontario, Canada

Dina Bell-Laroche © April, 2010

## Abstract

The study examined the intentional use of National Sport Organizations' (NSOs) stated values. Positive Organizational Scholarship (POS) was applied to an Appreciative Inquiry (AI) approach of interviewing NSO senior leaders. One intention of this research was to foster a connection between academia and practitioners, and in so doing highlight the gap between values inaction and values-in-action. Data were collected from nine NSOs through multiple-case studies analysis of interview transcripts, websites, and constitutional statements. Results indicated that while the NSOs operated from a Management by Objectives (MBO) approach they were interested in exploring how Management by Values (MBV) might improve their organization's performance. Eleven themes from the case studies analysis contributed to the development of a framework. The 4-I framework described how an NSO can progress through different stages by becoming more intentional in how they use their values. Another finding included deepening our understanding of how values are experienced within the NSO and then transferred across the entire sport. Participants also spoke about the tension that arises among their NSO's values as well as the dominant values held by funding agents. This clash of values needs to be addressed before the tension escalates. Finally, participants expressed a desire to learn more about how values can be used more intentionally to further their organization's purpose. As such, strategies for intentionally leveraging values are also suggested. Further research should explore how helpful the 4-I framework can be to NSOs leaders who are in the process of identifying or renewing their organization's values.

## Acknowledgements

I am grateful to so many people for the time, support, and encouragement that they offered throughout this journey. First and foremost I would like to thank my family – my husband Pierre, and our three children Talia, Reece, and Elisa – you inspired me to take the path less travelled. To my parents, Janet and Mike, thank you for providing me with the desire to continuously improve. To my extended family, friends, and colleagues, I could not have done this without your support, encouragement and by providing much needed babysitting services (a special thanks to my amazing mom-in-law Deanna). To my thesis advisor Professor Joanne MacLean, you were and continue to be a source of inspiration and a fountain of knowledge. Your wisdom and support were central in guiding me throughout this process. I was so fortunate to have two additional mentors to support my work - to professors Richard Wolfe and Lucie Thibault, I am deeply grateful for your immense contributions. I am especially appreciative of the 12 NSO leaders who joined me on this journey and whose insights will contribute immensely to Canadian sport.

And finally, I dedicate this thesis to my little sister Tracy, whose grace and courage inspired me to take the plunge.

## Table of Contents

Chapter I – Introduction.....	1
Introduction .....	1
Values .....	5
Management by Values .....	6
Context of Study .....	8
Justification for the Study.....	11
Purpose .....	14
Chapter II – Literature Review .....	16
Introduction .....	16
Values .....	17
Values in Organizations.....	19
Management by Values .....	22
Defining Management by Values.....	22
Evolution of Management by Values.....	25
Trend Towards Values-Based Management .....	27
Values in NSOs .....	29
Background .....	29
Impact of the Canadian Sport Policy.....	31
Management Approach in NSOs.....	34
Chapter III – Research Methods .....	37
Theoretical Rationale.....	37
Method.....	42
Research Design – Multiple-Case Studies .....	42
Approach to Research Methods.....	44
Selection of Case Studies: Purposeful Sampling .....	45
Confidentiality .....	49
Data Collection .....	50
Documents.....	50
Document review .....	50
Document analysis .....	51
Interviews .....	52
Sample population .....	52
Data collection .....	53
Data analysis .....	57
Researcher’s Role.....	59
Sensitizing Framework.....	60
Trustworthiness .....	61
Delimitations .....	63
Summary.....	64

Chapter IV –Findings and Discussion .....	65
Findings and Discussion - Research Question 1 .....	65
To what extent are values important in the management of NSOs? .....	65
Values defined by the NSO leaders are for the entire sport, not just the national office (Theme 1) .....	66
Values are foundational (Theme 2).....	67
Splash ‘n’ ripple (Theme 3) .....	70
Senior leaders strongly believe in their NSO’s values (Theme 4).....	73
Values are valuable (Theme 5) .....	74
Discussion .....	75
Findings and Discussion - Research Question 2 .....	80
To what extent are NSOs intentionally using their organizational values? .....	80
Values are not being communicated intentionally by NSOs (Theme 6) .....	80
Deliberate engagement (Theme 7).....	81
Increasing capacity (Theme 8).....	83
Discussion .....	85
Findings and Discussion - Research Question 3 .....	87
Are NSO leaders managing by values or employing other strength-based approaches in the management of their organizations? .....	87
A better way – managing by values and by objectives (Theme 9) .....	87
Discussion .....	89
Additional Findings .....	89
Longer-term objectives need to be considered (Theme 10).....	90
Clash of the values (Theme 11) .....	91
Chapter V –Summary, Conclusions and Recommendations .....	95
Summary of the Research.....	95
Major Findings .....	95
Recommendations for Future Studies.....	98
Reflections .....	100
References.....	104
Appendices	
Appendix A: Tables from Sport Canada.....	115
Appendix B: Sample NSO Website Database .....	122
Appendix C: Interview Guide.....	127
Appendix D: Thesis Backgrounder.....	130
Appendix E: Case-Study Protocol .....	135
Appendix F: Informed Consent Form and Ethics Approval .....	139
Appendix G: Sample NSO Case-Study Database.....	142
Appendix H: Multiple Case-Study Database.....	155

## List of Tables

Table 1: Data Collection Process .....	45
Table 2: Sample of NSOs .....	47
Table 3: How Values are Experienced Within NSOs.....	78
Table 4: Approximate Membership Groupings of 56 NSOs Currently Funded or Eligible for Funding from the Government of Canada.....	117
Table 5: Governance Models of NSOs – Board Composition.....	118
Table 6: Sport Designations – Team vs. Individual and Olympic (O) and Paralympic (P) .....	119
Table 7: NSO Groupings by Annual Budget .....	121

## List of Figures

<i>Figure 1.</i> Splash ‘n’ Ripple Effect of Values Within a Sport.....	71
<i>Figure 2.</i> 4-I Framework Describing the Manifestation of Values in NSOs.....	77

## List of Acronyms

AC (Athletics Canada)  
AI (Appreciative Inquiry)  
AGM (Annual General Meeting)  
CCA (Canadian Curling Association)  
CEO (Chief Executive Officer)  
COO (Chief Operating Officer)  
CTO (Chief Technical Officer)  
CSA (Canadian Soccer Association)  
CSP (Canadian Sport Policy)  
DPC (Diving Plongeon Canada)  
GCG (Gymnastics Canada Gymnastique)  
LTAD (Long-Term Athlete Development)  
MBI (Management by Instructions)  
MBO (Management by Objectives)  
MBV (Management by Values)  
NSO (National Sport Organization)  
OTP (Own the Podium)  
POS (Positive Organizational Scholarship)  
P/TSO (Provincial/ Territorial Sport Organizations)  
RMP (Risk Management Project)  
SC (Skate Canada)  
SFAF (Sport Funding and Accountability Framework)  
SNC (Swimming Natation Canada)  
SSC (Speed Skating Canada)  
TS (True Sport)  
TSS (True Sport Strategy)  
TSM (True Sport Movement)  
WB (Wheelchair Basketball Canada)



## Chapter 1 – Introduction

### *Introduction*

It has been argued that “leaders and managers are perhaps facing the biggest challenge in history - how to create and maintain successful organizations based on what is equally good for business, people, and society” (Dolan, Garcia, & Richley, 2006, p. 3). Increasingly turbulent and complex work environments have not only affected for-profit organizations, but they have also rendered inadequate the traditional management structures in the ever-changing non-profit world (Bush, 1992; Cheverton, 2007; Crutchfield & McLeod Grant, 2008). Crutchfield and McLeod Grant (2008) explored some of the key trends affecting the non-profit sector in the United States and uncovered six practices of 12 high-impact non-profit organizations. The authors found that these high-impact organizations communicated their organization’s commitment to their values, hired employees according to their company’s values, made decisions that reflected the company’s values, and used their values as a means of inspiring both employees and the members they serve (Crutchfield & McLeod Grant, 2008).

According to Dolan et al. (2006), values can play an instrumental role in managing the tensions between what is good for the organizations, its employees, and society at large. For instance, a growing number of once-peripheral social and natural crises (e.g., investment in human capital, environmental sustainability, and ethics) are now issues that are becoming increasingly relevant to everyday management practices (Adler, Forbes, & Willmott, 2007). Values are likened to the glue that connects an

organization's mission<sup>1</sup> to its vision<sup>2</sup> and can serve as a platform upon which shared understanding emerges.

Many of the aforementioned trends and practices are also likely to be found in the 33,650 Canadian non-profit organizations including the 56 federally funded National Sport Organizations (NSOs) responsible for planning and delivering sport and recreation from the playground to the podium (Ifedi, 2005; Sport Canada, 2009). These NSOs are members of their respective international federations and have leadership responsibility for excellence and sport participation, in conjunction with provincial/territorial sport organizations and local sport organizations throughout the country. According to Sport Canada (2009), NSOs are responsible for planning, regulating, delivering, and organizing their sport in Canada through the provision of essential services to athletes, coaches, officials, and member organizations at the provincial/territorial and community levels.

NSOs provide these services to support the broader goals of the Canadian Sport Policy (CSP)<sup>3</sup>. Established in 2002 through a series of nation-wide consultations and culminating in a national conference, the CSP represents Sport Canada's vision for sport (Sport Canada, 2002). The CSP is built on the following principles: 1) sport should be athlete-centred, 2) sport should promote leadership, 3) sport should be equitable and

---

<sup>1</sup> Mission is defined as "the *what* of an organization—its strategic objective, its tactical goals, and its subsequent action plans put in play to achieve its objective. Without a mission, an organization has no reason for being and it will flounder. (Goldberg, 1998, p. 6).

<sup>2</sup> Vision "must focus on the future and serve as a concrete foundation for the organization. A successful vision paints a vivid picture for the organization and, though future-based, is in the present tense, as if it were being realized now. It illustrates what the organization will do in the face of ambiguity and surprises. A vision must give people the feeling that their lives and work are intertwined and moving toward recognizable, legitimate goals. (Lipton, 1996, p.87)

<sup>3</sup> "Two years in the making, the Canadian Sport Policy reflects the interests and concerns of 14 government jurisdictions, the Canadian sport community, and the countless other organizations and agencies that influence and benefit from sport in Canada. The Policy seeks to improve the sport experience of all Canadians by helping to ensure the harmonious and effective functioning, and transparency of their sport system. The Canadian Sport Policy reflects a new approach to shared leadership and collaboration amongst all stakeholders to achieve the goals of enhanced participation, excellence, capacity, and interaction in sport. The Vision of the CSP is to have, by 2012 a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels" (Sport Canada, 2002, p. 2).

accessible, 4) sport should be focused on development, 5) sport should champion excellence, and 6) Canada's sport system should be based on the public's interest (Sport Canada, 2002).

Though the CSP does not state specifically which values underpin it, it does indicate that some of its goals by 2012 are to increase the value of sport by promoting safety, fairness in play and decision-making, and to foster ethical behaviour for all levels and types of sport (Sport Canada, 2002).

In response to the rapid changes in the external environment, NSOs will need to more proactively develop strategies to better manage through the increasingly complex environment. For instance, sport organizations face a growing number of performance pressures from the public, the organizations' members, and the government. Particularly, NSOs feel pressure to increase revenue, attract more members, provide more services, and produce world champions (Yeh & Taylor, 2008). According to Imagine Canada (2006), charitable and non-profit organizations are facing increased competition for public and private funds. Imagine Canada (2006) also suggested that organizations will need to take into account the reduction in the number of volunteers which will mean putting in place measures to recruit and retain competent and qualified paid and unpaid staff. Finally, Imagine Canada (2006) suggested that there is an increased demand for accountability and transparency by government and the public, which will force changes in how non-profits organize and communicate their work.

Research also indicated that sport, when used intentionally, has the power and potential to: a) make people healthier (Bloom, Grant, & Watt, 2005); b) to help put children on a positive life course (Decima, 2002); c) to build social capital by

strengthening communities (The Strategic Council, 2005); d) to contribute to the economy through tourism, development, and infrastructure projects (Bloom et al., 2005); e) and to provide an important platform for environmental stewardship (Mulholland, 2008).

It has been suggested that values can help sport organizations adapt to changes in the environment (Amis, Slack, & Hinings, 2002; Danisman, Hinings, & Slack, 2006; Hinings, Thibault, Slack, & Kikulis, 1996; Kikulis, Slack, & Hinings, 1992; Slack & Kikulis, 1989). For instance, in a pilot project conducted with eight NSOs, one community-based club, and one Multi-Sport Organization (MSO) on risk management<sup>4</sup>, it was revealed that sport administrators need to:

- consider how best to achieve *short-term* goals while working towards a *long-term* vision
- to *plan* to achieve objectives while *experimenting* and investing in new ideas
- to *empower* people to make decisions while remaining *accountable* to their stakeholders and funders
- to *compete* with other sport organizations while working in *cooperation* on mutually-shared objectives (Bell-Laroche, 2007).

These paradoxes have emerged as a result of the complexities surfacing in the 21<sup>st</sup> century. Dolan et al. (2006) suggested that values can play a mitigating role in addressing

---

<sup>4</sup> From 2006-2008, I coordinated a national risk management project on behalf of the True Sport Secretariat that involved eight National Sport Organizations (NSOs), one Multi-Sport Organization (MSO) and one sport club. The project involved a review of international and national practices and interviews with over 60 sport and recreation leaders to identify solutions related to minimizing risks that stood in the way of achieving organizational outcomes. Many risks were identified throughout this project and those that were most prevalent included lack of capacity to meet the expectations of the Canadian Sport Policy, ineffective communications, not being able to manage the multiple expectations from stakeholders, and a culture that is resistant to change. I subsequently began researching alternative approaches for NSOs to manage their organization. Through this inquiry, management practices that leveraged organizational values to better achieve objectives were uncovered.

these paradoxes when used intentionally. As such, the importance of organizational values and how they might be used intentionally in the management of NSOs is worthy of further investigation.

### *Values*

“Values are not only words. Values guide and direct our behavior and affect our daily experiences” (Dolan et al., 2006, p. 27). Values are used daily to inform decision-making and to guide how we interact with others. Values have been described as core beliefs about end-states or desirable conducts that transcend specific situations, guide the choice and evaluation of our decisions, and become an integral part of our way of being and acting to the point of shaping our character (Schwartz & Bilsky, 1987). Values are also held at the group or organizational level. Suprapersonal values are those of the family, the organization, the sport club, the community association, the country, or even the globe (Argandoña, 2003). Argandoña (2003) distinguished between personal values and those that are held at different levels within a group, all of which shape the extent to which the values are declared or espoused and/or practiced or lived. He further suggested that although values originate at the personal level, there is a case to be made that they exist at the organizational level as well (Argandoña, 2003).

Dolan et al. (2006) categorized different values based on the following three dimensions: (1) ethical-social values that connect to one’s belief about conduct; (2) economic-pragmatic values that relate to efficiency, performance standards, and discipline; and (3) emotional-developmental values that provide motivation for personal fulfillment. Together, these three dimensions form the essence of Management by Values (MBV), which they define as: “the importance of identifying core values both at the

individual and organizational levels; the centrality of aligning core values with specific objectives; and illuminating the leader's personal interest in wanting to manage by values" (Dolan et al., 2006, p. 28).

This study is concerned with values that are being espoused at the organizational level and the extent to which they are being intentionally managed by the organization's leaders. Full-time, permanent employees have been found to have the greatest influence on the organization's effectiveness (Emiliani, 2003). Since senior management influences values within an organization, it is important to assess how values are perceived by the most senior employee of the NSOs participating in this study (Trail & Chelladurai, 2002).

This research therefore examines the importance of organizational values and the extent to which they are being managed intentionally by NSO leaders. The following section highlights a management practice that facilitates the intentional use of an organization's values.

### *Management by Values*

Management by Values (MBV) is a relatively new approach to governance and organizational practice concerned with developing management systems that are capable of integrating values into organizational strategies, policies, procedures, and programs (Dolan et al., 2006). Since 2000, Dolan and his colleagues have written about MBV as a strategic leadership and management tool that can have considerable practical results for organizations. They suggested MBV acknowledges the complexity inherent in the environment by helping to focus and harness the often untapped potential of individuals towards an organization's vision (Dolan et al., 2006). They further postulated that MBV can facilitate the redesigning of the organization's culture along more humanistic lines

and enable leaders to emerge (Dolan et al., 2006). Finally, MBV provides the organization and its leaders with an opportunity to intentionally and explicitly communicate the organization's commitment to living its values.

Not to be confused with other management initiatives such as Total Quality Management (Deming, 1993), Continuous Improvement (Imai, 1997), and Just-In-Time Scheduling (Womack & Jones, 2003), MBV is concerned with, and focuses on, continually nurturing beliefs and values among employees at all levels so as to avoid the trap of merely becoming another management fad (Dolan et al., 2006). Once embedded into the organization's culture, Dolan and his colleagues postulate that MBV is a process to more effectively leverage organizational resources by placing values at the core of the organization.

Currently, it is believed that NSOs are employing a management model that focuses on setting and achieving objectives (Bell-Laroche & Corbett, 2008; Havaris & Danylchuk, 2007). Although this management philosophy can contribute significantly to the successful achievement of an organization's objectives, Dolan and Garcia (2002) argued that it is now insufficient to merely manage according to objectives: "In order to keep a business functioning well and competing successfully in markets that are increasingly more global, complex, professionally demanding, constantly changing and oriented towards quality and customer satisfaction, a new model is required" (p. 101). MBV seeks to acknowledge the personal values held by individuals, encourages an active dialogue to determine the values required in order for the organization to achieve its vision, and facilitates the creation of a culture that is supportive and reflective of these shared values at all levels of the organization.

From a sport organization perspective, research has shown that by being intentional about the use of values, a safe, welcoming, inclusive environment can result (Mulholland, 2008). Therefore, this study investigated the extent to which NSOs are intentionally using their organization's values. One way to investigate how NSOs think about, and make use of, their organization's values is to inquire into their management practices and examine the approaches they are currently using to achieve their vision.

### *Context of Study*

Why consider the importance of values in the context of Canada's National Sport Organizations (NSO)? Why explore how NSO leaders are managing their organizations? Indeed, why be concerned with how NSOs are performing 'off the field'? Twenty years ago, researchers made the point that "sport organizations are not only reflective of our values and beliefs about the nature of sport activities; they also, in turn, help shape the nature of that activity. As such they are worthy of much more systematic inquiry than they have been subjected to in the past" (Slack & Kikulis, 1989, p. 193).

Interestingly, very little research has been undertaken on the use of values in the management of NSOs. Boucher (1998) explained that many future administrators are not adequately trained to manage the day-to-day activities that include human resource and financial management, leadership development, and strategic planning. Boucher (1998) wrote: "there is evidence to suggest that [sport management] graduates are less prepared to make the myriad of ethical, social, and philosophical decisions that involve the long-term viability of a sport enterprise" (p. 82). If the sport sector is to meet the national objective of helping sport live up to its full potential as a public asset for Canadian society – making a significant contribution to the development of youth, the well-being of



individuals, and quality of life in our communities, then arguably it must also consider how sport is being managed and administered (Mulholland, 2008).

Exploring management approaches in sport organizations however, is not an easy task because “the Canadian sport system is a complex hierarchy of organizations delivering sport at the local, provincial, and national levels and includes municipal facilities, clubs, leagues, provincial/territorial and national organizations as well as schools, colleges, and universities” (Bell-Laroche & Corbett, 2008, p. 1). The sport system has also been described by a group of sport consultants as being fragmented, uncoordinated, and lacking the innovation, collaboration, and connections that are necessary to achieve excellence in sport at all levels (Balyi, Cardinal, Higgs, Norris, & Way, 2007).

Arguably, NSO administrators would benefit from understanding the management philosophy that permeates their organization. By deepening their understanding, they can reflect on the extent to which their current approach to management is reflective of their organization’s espoused values.

Given that there are a number of significant initiatives in sport that have arisen as a result of the Canadian Sport Policy (CSP), leaders in sport may be thinking differently about what they are trying to accomplish and how they might achieve their objectives (Bell-Laroche, 2009; Bell-Laroche & Corbett, 2008; Sport Canada, 2002). Two such initiatives include the Long Term Athlete Development model (LTAD) and the True Sport Strategy (formerly known as the Canadian Strategy for Ethical Conduct in Sport).

The LTAD model has been described as one of the most significant advances in Canadian sport since the adoption of the CSP in 2002, and it is acknowledged as being

fundamental to the realization of the vision and goals of the CSP (Sport Canada, 2007).

The LTAD is a 7-stage model of athlete development that places the needs of the child first, with a view to build physical literacy and life-long participation in sport and physical activity. It is a model that is participant/athlete-centred, coach-driven, and supported by administration, sport science, and sponsors (Balyi et al., 2007). Each NSO is required to show progress on the development and implementation of their respective LTAD model in order to be eligible for funding by Sport Canada<sup>5</sup> (Sport Canada, 2008a).

The True Sport Strategy (TSS)<sup>6</sup> identifies a series of broad goals and objectives related to the achievement of a sport system based on fair and ethical means. It is a mechanism through which the various levels of government, sport organizations, and others interested in promoting ethical sport can channel their individual and collective efforts in a coordinated and proactive manner. The TSS addresses ethical issues related to doping, harassment, inclusion, access, parental conduct, and violence and informs policy decisions, develops and promotes programming, and stimulates relevant research. The TSS has also contributed to the growth of the True Sport Movement<sup>7</sup> (TSM) at the community level. The TSM is built on the values that Canadians have indicated are the most important ones they want to see manifested in the sport experience: the values of fairness, fun, inclusion, and excellence (Canadian Centre for Ethics in Sport, 2004). A growing movement of people, organizations, and communities are connecting around the simple yet powerful notion that ethical sport has the ability to strengthen communities,

---

<sup>5</sup> Sport Canada is a unit within the Department of Canadian Heritage and is responsible for coordinating activities which strengthen the contribution that sport makes to Canadian society. Sport Canada provides funding to 56 National Sport Organizations.

<sup>6</sup> The True Sport Secretariat is responsible for coordinating a national ethics strategy on behalf of a number of national, provincial/territorial, and community partners.

<sup>7</sup> The True Sport Movement is a grass roots social movement to mobilize Canadians and communities into proactively declaring their commitment to fair and ethical sport (Mulholland, 2008). For more information on the True Sport Secretariat and the True Sport Movement, visit [www.truesport.ca](http://www.truesport.ca).

generate social capital, improve the health and well-being of Canadians, help put children and youth on a positive life course, contribute to environmental sustainability, and contribute to Canada's economy (Mulholland, 2008). As of March 2, 2010, 1907 communities have declared their commitment to the values and principles of True Sport, including 17 of 56 NSOs (True Sport, 2010).

As a result, NSOs may be ready to consider alternative management approaches. As an example of their commitment to the CSP's directive of ensuring a fair and ethically oriented sport system, NSOs eligible for Sport Canada funding need to demonstrate they are meeting requirements related to official languages, doping, inclusion, and participation (Sport Canada, 2008b). As more NSOs align their structure, systems, goals, and resources to meet the requirements contained within the CSP, some are beginning to review their current management system to ensure it is enabling rather than undermining their efforts (Bell-Laroche & Corbett, 2008). Indeed, it appears that efforts within the Canadian sport system may be mobilizing to facilitate the inquiry into the role of values in the management practices of NSOs.

Values can play an important role in guiding the decision-making process (Anderson, 1997; Dolan et al., 2006) and given the aforementioned context, it was deemed timely to investigate how organizational values were being managed by NSO leaders.

### *Justification for the Study*

The CSP has an expressed purpose of increasing high performance and participation in Canadian sport through the funding of NSOs. These organizations in turn coordinate a number of initiatives including the provision of services and funding to

athletes, coaches, and other salient groups to support these broader Sport Canada policy objectives (Sport Canada, 2008b). NSOs are diverse and varied organizations but they largely share common organizational structures that depend on the efficient and effective deployment of resources. Indeed, carrying out any organization's mission has become more challenging as a result of economic, technological, and social revolutions occurring world-wide and the ever-changing and increasingly demanding nature of stakeholders (Bragg, 2001). Taking into account the new global realities will require NSOs to evolve and adapt in order to meet their stated goals as they move towards the attainment of their vision.

NSOs tend to employ a management approach that focuses on setting and achieving objectives (Bell-Laroche & Corbett, 2008; Havaris & Danylchuk, 2007). While this approach has its benefits in terms of aligning an organization's mission to its vision, it tends to focus mainly on increasing revenue, decreasing costs, and other problem-solving approaches to achieving objectives (Shults, 2008). In light of current trends, this traditional management approach may be insufficient to allow NSOs to achieve their objectives, realize organizational potential, and leverage the full array of available resources (Daft, 2007; Dolan et al., 2006).

As a sport administrator with 18 years of experience as a volunteer, senior executive, consultant, and one of the founders of the True Sport Movement, I believe that the timing has never been better for NSOs to consider the importance of organizational values as they strive not only to effectively manage risks and challenges (deficit-based or problem-solving approach) but also to incorporate a strength-based or positive approach to better manage their resources. Strength-based approaches can be described as focusing

on the positive core that exists within the organization. This in turn allows rich and thick descriptions of moments of extraordinary performances to be identified by individuals (Whitney & Trosten-Bloom, 2003). By focusing on the positive and on what leads organizations towards exceptional outcomes, this study has equally benefitted from Positive Organizational Scholarship (POS). POS is a relatively new approach to organizational studies that focuses particularly on investigating positive phenomena that lives within organizations (Cameron, Dutton, & Quinn, 2003). These authors further state that “POS does not represent a single theory, but it focuses on dynamics that are typically described by words such as excellence, thriving, flourishing, abundance, resilience, or virtuousness” (p.4). POS forms part of the theoretical foundation upon which this thesis has been built. POS has equally informed the methods I employed to deepen my understanding of the role of values in helping NSOs realize optimal organizational performance. Furthermore, I believe that POS provides a theoretical foundation to support my inquiry into strength-based management practices such as MBV. POS does so by providing a rationale for understanding and supporting research into approaches that surface the “best of the human condition” (Cameron, Dutton, & Quinn, 2003, p. 4).

MBV is a contemporary management philosophy that, when fully integrated within the organization’s management system, will not only increase the organization’s ability to leverage its resources but will generate creative responses to the challenges, issues, and risks that have emerged within this increasingly complex environment (Dolan et al., 2006). MBV is a holistic approach to management that places the emphasis on how organizations carry out their business. MBV can facilitate the extent to which there is appreciation for the different levels and relative importance of values; to build

understanding and consensus for the fundamental organizational values; and to intentionally translate the espoused commitment to manage by values into meaningful, actionable, and measurable outcomes (Dolan et al., 2006). This management philosophy may provide an appropriate mechanism for NSOs to achieve the specific objectives contained within the CSP, and arguably, will help to support sport's broader objective of becoming a valued public asset.

To what extent are NSO leaders intentionally managing according to their organization's values? Rather than simply trying to fix problems related to meeting budgets, satisfying stakeholders' needs and wants, and managing staff, there is evidence to suggest that some NSO leaders are beginning to explore how values can be applied more intentionally within their organizations (Bell-Laroche & Corbett, 2008; Sport Canada, 2008b). A strength-based management framework such as MBV, which makes an explicit commitment to intentionally use organizational values at all levels of decision-making, is an approach to management that may help NSOs achieve their objectives. Moreover, based on my extensive involvement within the Canadian sport community, I suggest that providing NSOs with an opportunity to engage in a dialogue on values increases the relevance and sustainability of the outcomes generated throughout the study.

### *Purpose*

The purpose of this study is to explore the role of values in the management of NSOs and to deepen our understanding as to whether or not these values are managed intentionally by NSO leaders. The following research questions will be addressed:

1. To what extent are values important in the management of NSOs?

2. To what extent are NSOs intentionally using their organizational values?
3. Are NSO leaders managing by values or employing other strength-based approaches in the management of their organizations?

## Chapter II – Literature Review

### *Introduction*

Organization theory has evolved from purely a scholarly review of organizations to a more applied and practical approach of helping people better understand and resolve problems and address emerging opportunities (Daft, 2007). In essence, organization theory is a means of understanding and analyzing organizations, based on organizational design and behaviour, in a much more profound way than a pure review. In our increasingly complex environment, organizations are facing very different kinds of challenges from those of the past and therefore the constructs forming organization theories are evolving as well (Daft, 2007).

Some of the specific challenges and opportunities that organizational leaders are facing include globalization, maintaining high ethical standards, meeting expectations related to environmental sustainability, adapting to the new fiscal reality, coping with wars and terrorism, responding to customer needs, supporting diversity, and adjusting to advances in technology (Daft, 2007; Dolan et al., 2006). This “new normal” is requiring employers to consider how to manage best during these chaotic times. Crutchfield and McLeod Grant (2008) explained that:

there is a sense of urgency to solving these problems, as well as growing awareness that our other institutions are failing us. In response, leading social sector organizations are rising to the challenge, finding ways to address the world’s problems by working with, and through, government and business to launch innovative solutions. (p. 3)



Kaipa (2000) explained that values will be helpful in addressing these complexities:

The twenty-first century is going to be about creating pathways to a sustainable future. Creating a shared understanding of what data, information, knowledge, and wisdom mean to us, and how they interrelate to enable us to define and move along those pathways. This means applying a model of knowledge architecture from the position of values, principles, and beliefs which will allow us to evolve to a deeper understanding of what a sustainable future could mean to us and how we can pursue it. (p. 153)

The literature reviewed in this Chapter defines values, explores their role in organizations, and identifies some of the central findings in this area along with emergent thinking. A management practice called Management by Values (MBV) that intentionally makes use of an organization's values is then presented. Finally, the literature review culminates with an examination of some of the literature that investigated how values have impacted National Sport Organizations (NSOs). This review of literature provides evidence to support an examination into the role, importance, and use of organizational values by NSOs, and helps to substantiate the inquiry into a management practice that uses values intentionally – Management by Values.

### *Values*

The word “value” can be understood in many ways. It is used with different although not completely unrelated meanings in mathematics, economics, law, investment, computer science, ethics, marketing, and on the personal and cultural levels (Hofstede, 2001). Values can be challenging to define, as they share characteristics with concepts such as attitudes, preferences, and beliefs (McGuire, Garavan, Saha, & O'Donnell, 2006).

Rokeach (1973) is recognized as one of the early research pioneers on values. His definitions of “value” and “value system” are still used today:

A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. A value system is an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance. (p. 5)

Rokeach (1973) categorized values into two dimensions: terminal or instrumental.

Terminal or final values are the desired end-states of individuals and examples of these values include pleasure, self-respect, happiness, and good health. Instrumental values are defined as values that are sufficient or necessary to achieve desired end-states. These include responsibility, love, courage, and forgiveness. For his part, Hofstede (2001) stated that values are feelings with two polar opposites, such as evil and good, abnormal and normal, and dangerous and safe. For instance, he explained that an individual’s values exist on a spectrum and can vary in intensity, lean toward one end or the other, and have a degree of desirability (Hofstede, 2001). Schwartz (1996) explained that values are normally organized to become part of an enduring system, through a combination of social and psychological conflicts. Over time, these conflicts and harmonies among the different value priorities result in a values system. Argandoña (2003) added that an organization’s values are determined by its people in that “they are accepted and shared within the organization so that the organization’s structure and formal and informal rules do not prevent the values from being attained, but actively foster them” (p. 21). The following section examines how values are manifested within organizations.

### *Values in Organizations*

Kabanoff and Daly (2002) suggested that to understand values in the context of organizations, one must first appreciate that they are expressions or statements of what matters most to people. Organizations are groups of people who work together in a coordinated manner to achieve common goals (Argandoña, 2003; Daft, 2007). The values that underpin these organizations are as diverse and varied as the organizations they exist within (Argandoña, 2003). Liedtka (1991) suggested that organizational values are important principles that guide the behaviour of the organization. It is important to distinguish between the values that people hold personally and those that they espouse on behalf of an organization (Kabanoff & Daly, 2002).

In the context of organizations, a value system exists when individuals share certain values related to acceptable behaviour within the organization and its strategic directions (Weiner, 1988) and more importantly, that they share the stated values of the organization's leaders (Deal & Kennedy, 1982). As Agle and Caldwell (1999) pointed out, shared values determine and regulate relationships between individuals, the organization, and other stakeholders. For instance, Meglino and Ravlin (1998) discussed how shared values can define behaviours which may help to reduce conflict and ambiguity amongst individuals. As well, this knowledge of shared values can help individuals make more efficient decisions and adapt to complex and ever-changing environments (Weick, 1993). Selznick (1996) explained that values play a central role in the theory of institutions by suggesting that "we need to know which values matter in the context at hand; how to build them into the organization's culture and social structure; and in what ways they are weakened or subverted" (p. 271). He further stated the

importance of shared ideology in creating organizations that explicitly communicate their goals, objectives, and vision (Selznick, 1996). Moreover, descriptions of “enduring corporations” indicate that shared values amongst employees and the organizations can lead to better performance (Collins & Porras, 1994).

Values are often described as normative in that they inform how we should behave (Ravlin, 1995). They are universal in that each individual, group, and culture organizes values in a hierarchy of importance and are tied to the affective system, such that “people feel happy when their important values are fulfilled; angry when these values are frustrated” (Feather, 1996, p. 222). Although Meglino and Ravlin (1998) described values as enduring, they are not always consistent. Schein (1985) revealed that there is often a gap between stated or espoused values and those that are enacted or lived. Schuh and Miller (2006) agreed and stated that values in organizations are either enacted or espoused. Enacted values offer a “theory-in-use that explains behavior” (Schuh & Miller, 2006, p. 721). Espoused values can be found in documents or other artifacts that indicate what the organization considers as essential (Kabanoff & Daly, 2002).

The most extensive research project carried out on values is Schwartz’s (1992) longitudinal survey of 56 values administered to over 25,000 school teachers and students in 44 countries. Schwartz (1992) was able to classify and cluster these values into 10 categories including power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. These categories were further subsumed into two dimensions: openness to change versus conservation and self-transcendence versus self-enhancement (Sagiv & Schwartz, 1995).

Foreman and Whetten (2002) found that most organizations implicitly and often explicitly endorse business or performance-oriented values such as quality, profitability, or efficiency, which rank high on the dimension of achievement. Organizations also espouse communal values, which consider the welfare and needs of employees. These communal values include respect, empowerment, employee development, and participation, which all rank highly on the dimension of benevolence (Cha & Edmondson, 2006; O'Reilly, Chatman, & Caldwell, 1991).

Managing the tensions between the two dimensions has become increasingly complex at the dawn of the 21<sup>st</sup> century (Dolan et al., 2006). As Posner, Kouzes, and Schmidt (1985) suggested, values management is increasingly becoming an important function of human resource management as well as leadership behaviour. For instance, Paarlberg and Perry (2007), in their examination of whether or not values could be managed, conducted 97 interviews with 52 employees over a 5-year period and compared high and low performing units within a large U.S. Department of Defense installation. From this study, three important results relevant to value congruence were uncovered: (1) that organizational values can be motivating to employees so long as they are congruent with certain existing values; (2) that managers play a significant role in interpreting, communicating, and rewarding performance towards the stated values; and (3) that the very process of managing by values is a social process, which requires managers to remain flexible (Paarlberg & Perry, 2007). The findings revealed the important role that formal management systems can have in fostering the creation of shared values within organizations and provide further support for conducting this study on the intentional use of values by NSOs.

Given that the purpose of this research is to explore how values can be managed intentionally by NSOs, the next section explores a strength-based management approach which intentionally makes use of organizational values.

### *Management by Values*

A process to more effectively manage and lead organizations through the 21<sup>st</sup> century is the essence of values-driven management systems. Dolan et al. (2006) suggested that organizations will need to respond and adapt to global trends if they are to remain competitive. These trends include the need for quality and customer orientation, the need for professional autonomy and responsibility, the need for bosses to evolve into leaders/ facilitators, and the need for flatter and more agile organizational structures (Anderson, 1997; Dolan et al., 2006). Dutton and Glynn (2008) summarized “if leaders are to succeed in giving life to the organizations they lead, leadership must be generative, values-based, and social” (p. 706).

### *Defining Management by Values*

Management by Values (MBV) calls upon leaders within organizations to consider the extent to which their organizational values are being leveraged, how explicitly they are being communicated, and the role of leadership in activating values for the common good (Dolan et al., 2006). MBV is defined as “both a managerial philosophy and practice whereby focus is concurrently maintained on an organization’s core values and aligned with its strategic directions” (Dolan et al., 2006, p. 4). The authors further suggested that MBV is “fast becoming the principal driver for the ‘how to’ toward developing a sustainable, competitive, and more humane culture” (p. 4).

To expand the literature on how values can be managed and used more intentionally by leaders in organizations, Dolan et al. (2006) developed the MBV triaxial model “to understand the three facets of an organization’s value system that affects general human behavior” (p. 14). The economic-pragmatic values are related to how the organization performs and are integral in functions related to planning, quality control, and financial management (Dolan et al., 2006). The ethical-social values guide the ways individuals behave in a group setting. For instance, Dolan et al. (2006) stated that “ethical-social values emerge from beliefs held about how people should conduct themselves in public, at work, and in relationships and are associated with social values such as honesty, congruency, respect, and loyalty” (p. 14). Emotional-developmental values are described by Dolan et al. (2006) as those related to creativity and are central to help the organization adapt, grow, and prosper. Dolan et al. argued that when members understand and appreciate the various values that underpin their organization, they can begin to examine the extent to which their organization is supporting, reflecting, and living these values.

Ginsburg and Miller (1992) indicated that organizations become increasingly successful when values are intentionally used to guide decisions and actions. Supporting evidence for this position was found through a number of interviews and surveys with Chief Executive Officers (CEOs) who indicated a commitment to include corporate values as an integral part of the management system (Ginsburg & Miller, 1992). From tying their reward systems to their corporate values, to investing in their people through on-going training and recognition programs, organizations that are living their organizational values create the kind of culture that is required to better manage through

chaotic times. Ginsburg and Miller (1992) stated that “value-driven management is not a slogan – it is a method with proven success” (p. 26). These words were echoed by Anderson (1997) who suggested that “values-based management serves as an essential first step toward building a high growth organization in which individual performance improves and heightened individual achievement drives economic success” (p. 25). Anderson (1997) further explained that values-based management shifts management’s attention to what is good for the company, what is good for its people, and what is good for society. All three are required for long-term sustainability, profitability, and effective decision-making.

Additionally, a growing number of management practitioners and consultants are attempting to address the gap between espoused values and those that are lived. For instance, Lencioni (2002) stated that “empty values statements create cynical and dispirited employees, alienate customers, and undermine managerial credibility” (p. 113). Lencioni (2002) also suggested that not mining a company’s values is a wasted opportunity: “Values can set a company apart from the competition by clarifying its identity and serving as a rallying point for employees” (p. 114). More and more, globally driven enterprises are using shared values to help organizations make decisions. Kanter (2008) explained:

Values turn out to be the key ingredient in the most vibrant and successful of today’s multinationals. I refer not to the printing of wallet cards but to the serious nurturing of values in hearts and minds. Once people agree on what they respect and aspire to, they can make decisions independently and not work at cross-purposes. When they team up on a project, they communicate and collaborate



efficiently, even despite great differences in background and cultural traditions, because they have a strong sense of business purpose and company identity. (p. 4)

Barrett, a long-time management practitioner, spent much of his life's work considering the importance of values. He described the importance of values as being a very simple equation: good decisions help companies flourish (Barrett, 2003). The decisions individuals make are a reflection of personal and organizational values. Barrett (2003) wrote: "When the values of an individual are different from the values of their organization, values misalignment exists" (p. 21). Barrett (2003) concluded by suggesting that "if you want to improve your results, then improve your cultural capital" (p. 24).

Paarlberg and Perry (2007) pointed out that alignment of values in organizations is greatly facilitated through routine interactions with middle managers and other employees, which serve as a means to reinforce existing values. Moreover, their research suggested that organizational leadership and the use of formal management tools can help bridge the gap between stated values and values-in-action (Paarlberg & Perry, 2007).

### *Evolution of Management by Values*

The notion of 'Management by Values' can perhaps be better understood by contrasting it with 'Management by Instruction' and 'Management by Objectives.' Dolan et al. (2006) reported that the infant years of management science, originating in the early 20<sup>th</sup> century, were informed by military strategy, and proposed linear and rational models for decision-making. Formulae and mathematical modeling worked reasonably well in the prevailing environment of certainty – in any given situation, the alternatives to be considered were generally known, as were their costs and benefits. Dolan et al. (2006) further explained that 'Management by Instruction' (MBI) became a prevailing approach

to structuring organizations, supervising subordinates, and organizing work processes. As a management philosophy, MBI worked reasonably well in a world characterized by little risk and uncertainty as exemplified in assembly-line production, when rules were to be followed without thinking (Dolan, Garcia, & Auerbach, 2003).

Management by Objectives (MBO) evolved in the 1960s as organizations were challenged to succeed in environments characterized by increasing uncertainty (Dolan et al., 2006). In the 1970s, strategic planning emerged as a management technique to address this uncertainty through a structured exercise to assess strengths, weaknesses, opportunities, and threats in setting organizational objectives (Dolan et al., 2006). For instance, a company's main objective was to maximize profits over a longer period of time, which was accomplished in large part by motivating employees to set and achieve goals (Dolan et al., 2003). The authors further explained that while MBO had many advantages over MBI, it often failed to take into account the human factor and that objectives only have meaning for individuals when they are linked to their beliefs and values (Dolan et al., 2003).

'Management by Values' (MBV) is described as the third phase of the evolution of management philosophies (Dolan & Garcia, 2002; Dolan et al., 2003; Dolan et al., 2006). According to these researchers, as the prevailing environment surrounding organizational decision-making and management has gone from being 'certain' to 'uncertain' and now to 'complex,' the earlier MBI and MBO approaches have been less than adequate. MBV is concerned with developing management systems that are capable of integrating values into organizational strategies, policies, and procedures. Dolan et al. (2006) described MBV as a strategic leadership tool that can help organizations put their

organizational values into practice as well as provide a flexible framework for on-going renewal of corporate culture. As a strategic leadership tool, MBV is a:

new way of understanding and applying knowledge. It flows from the foundational work of social psychologists and behavioral scientists in the mid-20<sup>th</sup> century and is a practical outcome of the theoretical implementation of now classic techniques found in the field of organizational development. (Dolan et al., 2006, p. 4)

More specifically, MBV provides a framework for on-going corporate renewal, which as Dolan and Garcia (2002) pointed out, is an essential component for generating collective commitment towards a common objective. For instance, if a sport organization's priority is to provide athletes and coaches with an optimal environment to better increase their likelihood of securing podium results, then qualitative values such as trust, creativity, or honesty are as important (or more important) than traditional economic measures like efficiency or return on investment.

From a management perspective, ensuring that staff and employees are aware of, understand, and support the aforementioned values is essential to realizing the objective of achieving podium results. Research indicates that people fall back on their own set of personal values in the absence of publicly stated and understood corporate values (Dolan et al., 2006). If the organization's values are dormant or inactive, then individual decisions may or may not be reflective of these values.

#### *Trend Towards Values-Based Management*

It is reasonable to probe the evolution towards a values-based management approach. As Dolan et al. (2006) explained, professionals traditionally see themselves as

‘rational beings’ who are more focused on the bottom line than they are on how that bottom line is achieved. Dolan and his colleagues further suggested that “they fail to properly manage and mine their organization’s values system, opting to focus on more tangible pursuits like budgets, taxes, or technology” (p. 5). But researchers suggested that a global system’s shift is underway, as evidenced by the growing appetite for more appreciative and strength-based approaches in the social sciences (Cameron, Dutton, & Quinn, 2003; Cooperrider & Sekerka, 2003; Dutton & Glynn, 2008; Shults, 2008). Moreover, charities and non-profit organizations, including sport organizations, are increasingly being asked to adopt practices and standards to demonstrate that they meet public expectations related to accountability, sustainability, and ethical conduct (Imagine Canada, 2006; Sport Canada 2008a).

As presented by Dolan et al. (2006), MBV provides a framework and a more people-centred approach that sets the context for why meeting public expectations is important and relevant to the organization’s on-going success. These authors put forward the argument that in the 21<sup>st</sup> century, companies will no longer be effectively managed by rigid objectives or instructions and suggest that their capacity for self-organization will be derived from how their members accept a shared set of values (Dolan et al, 2006). According to Dolan et al. (2003, 2006), a more suitable approach to managing the complexities that organizations are currently confronting is to alter their dominant culture under the principles of MBV.

However, it is important to note that working with values does not mean that setting and meeting objectives is unimportant. Dolan et al. (2003) believed that “shared essential values are success-critical elements on which instrumental objectives are based”

(p. 30). Researchers promoting MBV suggested that a focus on values can help organizations more easily adapt to change while reducing the resistance associated with change initiatives. Agle and Caldwell (1999) suggested that “values will be even more important in governing the new organizational forms of tomorrow” (p. 327). The following section reviews the literature associated with organizational values within National Sport Organizations (NSOs).

### *Values in NSOs*

There is little research on the management of values within NSOs, and none related specifically to how NSOs may be managing their values intentionally within their organization. The literature that does exist uncovers useful data concerning how NSOs are affected by the external values of their primary funding agent, Sport Canada.

### *Background*

NSOs have evolved considerably since the 1960s. At that time, NSOs were managed by volunteers who ran the day-to-day operations from their ‘kitchen tables’ (Kikulis et al., 1992; Macintosh, Bedeck, & Franks, 1987). During the 1970s, it was felt that a more professional, bureaucratic form of organizational design would better enable NSOs to meet and achieve the objectives established by Sport Canada, the federal funding agency (Macintosh et al., 1987).

In response to this, NSOs gradually adopted values based on high performance, government involvement, professionalization, planning, rationalization, corporate involvement, and quadrennial planning (Amis et al., 2002; Kikulis et al., 1992). These were the institutionally driven sets of values that NSOs were expected to adopt by Sport

Canada and were reflective of Sport Canada's desire to create a more professional sport system (Amis et al., 2002; Hinings et al., 1996).

Values were further explored in the context of change management by Kikulis et al. (1992) and Hinings et al. (1996). Specifically, Kikulis et al. (1992) highlighted the importance of appreciating the values and beliefs that underpin each organization as "the response of sector specific organizations involves an element of choice by organizational decision makers" (p. 347). NSOs' financial dependence on government directed their choice of structure and shaped the values they chose to carry out their vision. Previous research also examined the value areas of domain, principles of organizing, criteria of effectiveness, and orientation to help explain how NSOs have structured their organizations over time (Kikulis et al., 1992).

Amis et al. (2002) explored the way values affect the change process by examining data collected over a 12-year period from 35 Canadian Olympic NSOs. The authors demonstrated that, on the one hand, organizations whose members' values were congruent with the prescribed change were able to successfully engage in the change process (Amis et al., 2002). On the other hand, the individuals in organizations who opposed the change made appearances to conform but over time reverted to designs which were most consistent with the organization's values. This research shed light on how values have played a role in the evolution of NSOs. It also supported the notion that values inform how organizations are structured and managed (Amis et al., 2002).

Building on this work, Danisman et al. (2006) used institutional theory to explain how institutionally prescribed values were adopted and integrated by NSOs over a period of time. Results revealed that while institutionally prescribed values were mainly adopted

at the organizational levels, the values were manifested distinctively amongst sub-groups (Danisman et al., 2006). This research indicated that, in spite of institutional pressures, individuals do not adopt institutional values and norms in the same way. Essentially, “institutional values and norms take forms distinctively across organizations and in most cases, consistently within each organization” (Danisman et al., 2006, p. 313). However this is not always the case as the results also indicated that the manifestation of the prescribed values varied mainly among the individuals based on the work they did. From a management perspective, this underscores the importance of understanding how values can be manifested in individual organizations as it is at this level that change occurs (Danisman et al., 2006). The researchers further explained that “successful outcomes in performance are dependent, in part, on the extent to which staff and volunteers can share values and develop an integrated culture” (Danisman et al., 2006, p. 315).

#### *Impact of the Canadian Sport Policy*

In 2002, the Canadian Sport Policy (CSP) created a new framework upon which sport organizations would be evaluated and supported. This policy framework guided how NSOs, provincial and territorial governments, and other key stakeholders plan and organize to meet their objectives. The CSP was built to achieve four broad goals which are enhancing excellence, enhancing participation, enhancing capacity, and enhancing interaction within the Canadian sport system. In turn these goals are supported by a core set of principles which state that sport should: be participant-centred, promote leadership, ensure equity and access, focus on development, support excellence, and ensure that sport serves the public interest (Sport Canada, 2002). These goals and principles provide guidance and direction to Sport Canada in determining strategic priorities and in

establishing goals and objectives. One such objective contained within the enhanced capacity goal is to “promote safety, fairness in play and decision-making, and ethical behaviour in sport environments for all levels and types of sport, to protect the health of athletes/participants and the ethical basis of sport, and to increase the fun, attraction, and value of participation” (Sport Canada, 2002, p. 19).

In response to this explicit commitment within the CSP to ensure that sport provides a safe, welcoming, and rewarding environment, a number of initiatives have emerged. For instance, the Federal, Provincial/ Territorial Sport Ministers signed a landmark agreement regarding their expectations for fairness in sport at the 2001 Canada Summer Games in London, Ontario. It became known as the ‘London Declaration’ and signaled to Canadians the commitment of the sport sector to ensure that sport be planned, delivered, and organized so as to reflect the highest standards of ethical behaviour (Ministers of Sport, 2001).

As well, in 2002, the Canadian Centre for Ethics in Sport (CCES) conducted public opinion research that touched on the value of sport and the values in sport. While not specifically targeting NSOs, this public opinion research nevertheless informed Canadians’ perceptions of the values that affect the sport experience. In turn, these perceptions impact NSOs. The survey revealed that Canadians’ high expectations of sport to develop character and community were not being met. For example, 92 percent of Canadians believed that community-based sport can have a positive influence in the lives of youth, and ranked it second only to families as a highly positive influence in the lives of young Canadians (Decima, 2002). The research further indicated, that of the values that are seen to be promoted by community sport, teamwork led the way at 72 percent,



followed by commitment (63 percent), hard work (56 percent), striving for excellence (55 percent), fair play (53 percent), courage to try new things (52 percent), respect for others (52 percent), and honesty (41 percent). While more than 82 percent of Canadians believed it is either critically or definitely important for community sports to actively promote positive values in today's youth, they were less certain about the extent to which this is being fulfilled (Decima, 2002). Only 19 percent were very confident that community sports in Canada promoted positive values and character building among youth, while a majority (62 percent) claimed they were only somewhat confident that this was, in fact, taking place. In a media release about the survey, the chairperson of the CCES at the time, Dr. Andrew Pipe discussed the meaning of the results:

This is a wake-up call for those of us who care about and are involved in community level sport. Sport will always teach values, and it is up to all of us to ensure that those values are positive and worthwhile. We must be vigilant to ensure that the entertainment-driven, win-at-all-costs aspects of sport, and in particular the dominant messages from professional sport, do not undermine values like teamwork, a commitment to sport itself and fair play, values that should be the foundation of not only our sporting activities but also our lives.

(Canadian Centre for Ethics in Sport, 2003)

In response to these concerns, the National Sport Ethics Forum Council, along with the CCES, organized The Sport We Want Symposium in September 2003 and attracted 110 experts who had knowledge of, and experience with, youth and community sport. The Sport We Want Symposium provided an opportunity for Canadians to consider the values they wanted for community sport and some of the barriers that were preventing these

values from being manifested (Canadian Centre for Ethics in Sport, 2004). Through discussion and voting, participants agreed that the most important values upon which to act in community sport were fun, respect, access for all, fair play, inclusion, personal development, health and well-being, and the provision of positive role models. The values important for the community upon which to act included equality of access, tolerance and mutual respect, safe and welcoming environment, healthy citizens, leadership development, skilled volunteer base, and inclusion of citizens (Canadian Centre for Ethics in Sport, 2004).

Over time, this foundational work gave rise to the True Sport Principles for Sport, which are based on the four core values of fairness, fun, excellence, and inclusion (Mulholland, 2008). The six principles of Go For It, Play Fair, Respect Others, Have Fun, Stay Healthy, and Give Back are foundational to the True Sport Movement whose mission is to be a “catalyst to help sport live up to its full potential as a public asset for Canadian society – making a significant contribution to the development of youth, the well-being of individuals, and quality of life in our communities” (Mulholland, 2008, p. vii). To date, over 1,900 communities have signed onto the True Sport Movement by declaring their commitment to the values and principles of True Sport – and that list continues to grow (True Sport, 2010).

#### *Management Approach in NSOs*

It is also important to understand the predominant management system in place within NSOs. Anyone working or volunteering in the Canadian sport system in the last 30 years will understand ‘Management by Objectives’ or MBO – as this has been the NSOs’ prevailing model for management and for rewarding management success (Bell-

Laroche & Corbett, 2008; Havaris & Danylchuk, 2007). An organization's success (or lack of success) in achieving stated objectives has had a dramatic influence on the level of funding from Sport Canada or other funding partners, which in turn impacts their ability to set and meet future objectives.

Aware of the current management model, government funders created the Sport Funding and Accountability Framework (SFAF)<sup>8</sup> and asked NSOs to prepare both strategic plans and business plans that established the organization's objectives. Government funders would then use the SFAF to evaluate the organization's success at achieving their established objectives (Sport Canada, 2008a).

Havaris and Danylchuk (2007) assessed the effectiveness of the SFAF I and II and found that while it was an effective analysis tool, negative outcomes (such as competition between NSOs and a tendency toward accountancy) were observed. While MBO has been a useful model over recent decades and has helped provide organizations with a more formalized method of achieving their objectives, researchers suggested that this management practice may be insufficient in today's complex environment (Dolan & Garcia, 2002; Dolan et al., 2003; Dolan et al., 2006).

Canadian sport has witnessed an unprecedented rise in funding levels over the past few decades. For instance, in 1976, sport and recreation received \$25.5 million, which would amount to \$96.9 million in 2010 (Government of Canada, 1977). In 1999, the federal budget for sport was \$61.3 million which would amount to \$75.4 million in 2010 dollars. In the 2008-09 budget, sport received \$166.5 million (Sport Canada, 2009). This influx of money has also increased the expectations on NSOs to deliver higher

---

<sup>8</sup> In 1996, Sport Canada created the Sport Funding and Accountability Framework (SFAF) as "a comprehensive, objective tool to ensure that federal funds are allocated to National Sport Organizations that contribute directly to federal sport objectives and priorities." This funding framework gave Sport Canada a mechanism to set objectives and assess each NSO's performance. (Sport Canada, 1998, p. 21)

quality programming to coaches and athletes; to increase participation in sport; to engage in and provide support for the LTAD framework; to ensure fair and ethical treatment of all participants in sport; and to situate Canada as a competitive force on the international playing field (Sport Canada, 2009). While these priority areas are not mutually exclusive, they require specific strategies and approaches in order to fulfill their objectives.

This review of literature has indicated that while the construct of values has been researched over recent years within NSOs, there are currently no studies that investigate how NSOs might use values more intentionally or apply values in the management of their organization. I further investigated what values are, the role they played in organizations, and identified literature that suggested a trend towards applying values more intentionally by organization leaders. As per the review, MBV is defined as both a management practice that incorporates an organization's values when making decisions, and an organizational philosophy to better manage people in organizations. I also explained the evolution of MBV as a response to the growing complexity that has emerged within the 21<sup>st</sup> century and contrasted it with two traditional management models: MBI and MBO – arguably its evolutionary predecessors. Finally, the review revealed that little literature exists on the role of values within NSOs. As such, the review supported the need to inquire into the importance of values to NSOs from a management perspective and to explore the intentional use of these values by sport leaders.

### Chapter III – Research Methods

This Chapter outlines the proposed data collection methods and procedures for collecting and analyzing data in this study. Patton's (2002) perspective on data collection was greatly influential in determining the important role that qualitative data can make to our individual and collective understanding of the subject under study. In particular, he wrote that qualitative research is concerned with knowledge that is generated from the field rather than in the laboratory (Patton, 2002). Following Willis's (2007) explanation that a researcher's choice of methods is greatly influenced by his or her world views, this Chapter begins by outlining the theoretical rationale which underpins this research. That rationale is followed by a description of the selected method of data collection and the reasons why the data were analyzed in a particular fashion.

#### *Theoretical Rationale*

Research into organizations has generally focused on efforts to understand and improve organizational effectiveness (Daft, 2007). One such example is a relatively new perspective called Positive Organizational Scholarship (POS) that is "contributing to the body of work that seeks to understand the excellence and flourishing that organizations can enable but that has been frequently overlooked by scholars" (Spreitzer & Sonenshein, 2004, p. 828). Rather than focusing on negative behaviours and theories (e.g., unethical behaviours, ineffectiveness, problem solving) or even normal operational forms of behaviour (absence of negative behaviours), POS focuses on the virtuousness inherent in organizations (Cameron, Dutton, & Quinn, 2003). While still in its nascent stages, POS signals a move towards a more strength-based approach to organizational scholarship

away from more traditional models of problem solving or deficit-based modes of thinking (Dutton & Glynn, 2008; Cameron, Dutton, & Quinn, 2003). Cameron and Caza (2004) defined POS as a new approach with a particular focus on the central elements that lead to exceptional individual and organizational performance including developing human strength, producing resilience, and fostering vitality. Elaborating on this definition, Cameron and Caza (2004) stated:

positive refers to an affirmative bias focused on the elevating processes and dynamics in organizations. Organizational refers to the processes and conditions that occur in and through organizations, especially taking into account the context in which positive phenomena occur. Scholarship refers to the scientific, theoretically based, and rigorous investigation of positive phenomena. (p. 731)

In support of POS, Spreitzer and Sonenshein (2004) investigated how a strength-based concept such as positive deviance could contribute to POS and our understanding of organizational excellence. The authors suggested that by “narrowly conceptualizing deviance as a negative set of behaviours, scholars unfortunately overlook how organizations and their members partake in positive behaviours” (Spreitzer & Sonenshein, 2004, p. 829). Positively deviant behaviour has profound effects on the individuals and organizations that partake and benefit from such behaviours (Quinn, 1996; Quinn & Quinn, 2002). The important role of organizational values is reflected in the three core aspects embedded within a POS perspective including a concern with flourishing, a focus on the development of strengths or capabilities, and an emphasis on the generative, life-giving dynamic of organizing (Dutton & Glynn, 2008).

Within organizational research, scholars have turned towards a more positive or strength-based approach for many reasons (Cameron, 2003; Dolan et al., 2006; Dutton & Glynn, 2008). For instance, organizational scandals have recently become all too familiar (Youssef & Luthans, 2005) with some scholars suggesting that present day managerial theories are part of the problem (Ghoshal, 2005). As argued by Dutton and Glynn (2008), POS may offer a natural corrective to the increasing concern with economics and financial considerations. Equally, there is a shift in the applied social sciences that is motivated by a growing sense of dissatisfaction with the reliance on theories that are deficit-focused (Cameron, 2003; Cooperrider, 1990; Whitney & Trosten-Bloom, 2003). A move towards understanding the desire to focus on strengths and the creation of extraordinary environments is also being found in sport (Decima, 2002; Mulholland, 2008).

For instance, there is a shift towards an asset-based approach that focuses on the positive core of the sport experience. Examples in sport include the integration and implementation of Canada's Long-Term Athlete Development model (LTAD) by a growing number of NSOs, P/TSOs, sport clubs, schools, and municipalities (Canadian Sport for Life, 2009); the adoption and endorsement of True Sport by a growing number of communities who are signing on as advocates for fair and ethical sport (True Sport, 2010); and the development of the CSP that helped to create the environment for these aforementioned initiatives to be realized.

POS also creates an important platform for another phenomenon within the organizational change landscape called Appreciative Inquiry (AI). AI is a method of inquiry that grew out of Cooperrider and Srivastva's (1987) pioneering research into

methods that help organizations transform themselves using positive questioning, positive imaging, and positive interactions. AI has been defined by Whitney and Trosten-Bloom (2003) as a particular way of asking questions and envisioning the future that fosters positive relationships and builds on the basic goodness in a person, a situation, or an organization. In so doing, it enhances a system's capacity for collaboration and change. Essentially, AI focuses on what works rather than trying to fix what does not (Whitney & Trosten-Bloom, 2003). Further, AI has the potential to create new images, models, and theories of social organization (Bushe & Kassam, 2005; Cooperrider & Srivastva, 1987; Whitney & Trosten-Bloom, 2003) and is built on the assumptions that an organization has a 'positive core,' that organizations are 'networks of relatedness'; and that these networks are 'alive' (Cooperrider & Sekerka, 2003). For instance, in their review of AI as an approach that led to the presence or absence of transformative change, Bushe and Kassam (2005) articulated that "AI theorists like to describe what they are attempting to create as a new lens for seeing old issues" (p. 164). AI is premised on the constructionist paradigm that typically employs a 4-D design model of discovery, dream, design, and destiny (Whitney & Trosten-Bloom, 2003).

While it is outside the scope of this study to employ an AI approach in its entirety, I am informed by AI's theoretical underpinnings and have purposefully designed this study in a strength-based manner. In the context of sport organizations, as leaders of NSOs typically adopt a more traditional and problem-solving approach to management (Bell-Laroche & Corbett, 2008; Havaris & Danylchuk, 2007), being open to 'new ways of seeing old issues' might very well generate new and more positively deviant solutions. As such, I employed an AI approach throughout this study. For instance, my research



questions were framed in a positive manner with a view to inquire into how an NSO's values might be used intentionally and how the organization's management approach might facilitate this. As well, the review of key documents was done in an appreciative fashion by purposefully searching out examples of when NSOs have used their values intentionally. Finally, the process of analyzing and interpreting the data was done with a view to reveal examples of positively deviant behaviours or examples of extraordinary occurrences within the NSOs as it relates to the use of their organization's values.

The foundation of POS (a focus on organizational wellness, positivity, and flourishing) posits that modifying our perspectives and understandings of ourselves, others, and the world around us will promote growth and development in ways that lead to increased performance in our work settings (Zander & Zander, 2002). For these reasons, I have used POS as my theoretical foundation to investigate whether or not organizational values are being used intentionally within NSOs.

My interpretivist worldview, whereby knowledge is socially constructed, was complemented by the theoretical underpinnings of this study. As such, the purpose of this study was not to uncover universal truths but rather to reflect the understanding of the participants as I came to know it. One of the essential constructs which underpins this paradigm includes a belief that knowledge is contextually embedded or situated within the participants (Guba & Lincoln, 2005). The method employed for this study supported this theoretical underpinning and provided the participants with an opportunity to ensure that their voice was reflected in the interpretation and final analysis of the data. The following section provides greater detail to support the methodological choice for this

study and sets out the parameters for how the data were collected and analyzed to reflect the theoretical framework.

### *Method*

#### *Research Design – Multiple-Case Studies*

The research design for this study was the multiple-case studies approach. The case study represents a specific tradition within qualitative research (Creswell, 1998). As defined by Merriam (1998), a case study is “an examination of a specific phenomenon such as a program, an event, a person, a process, an institution, or a social group” (p. 9). Case studies are designed to understand the world of the subject(s) under study and can therefore provide a much richer and more vivid picture of the phenomena than other methods (Willis, 2007). Case studies a) provide an opportunity to gather thick descriptions and rich, detailed data in a naturalistic setting; b) are holistic and support the notion that human behaviour is best understood as lived experience in a social context; and c) can be utilized without previously determined hypotheses (Willis, 2007). Finally, “case studies illuminate the reader’s understanding of the phenomenon under study. They can bring about discovery of new meaning, extend the reader’s experience, or confirm what is known” (Merriam, 1998, p. 13). Case study methods have remained popular in the area of organizational research, where the focus is on understanding a particular work environment or structure and not necessarily on predicting results in other domains (Van Maanen, 1988).

Like other methods of qualitative research, case studies are used primarily to obtain an in-depth understanding of a relatively small number of individuals or situations (Patton, 2002). Gummesson (1988) stated that one of the benefits of the case study is its

holistic approach to data gathering and analysis: “The detailed observations entailed in the case study method enable us to study many different aspects, examine them in relation to each other, view the process within its total environment and also use the researcher’s capacity for ‘*verstehen*’” (p. 76). *Verstehen* is the German word for understanding and is a fundamental principle of interpretivism (Willis, 2007). It is used within qualitative paradigms to illustrate that the underlying purpose is to deepen one’s understanding in context rather than prove, disprove, or generalize which is more aligned to the positivist tradition (Willis, 2007).

Often, case study research has involved only a single case. But there are benefits to multiple-case studies design, particularly because this design allows the researcher to explore the phenomena through the use of a replication strategy (Yin, 2003). Yin (2003) compared the use of the replication strategy to conducting a number of separate experiments on related topics. Replication is carried out by first selecting cases to obtain similar results. According to this model, if all or most of the cases provide similar results, there can be substantial support for the development of a preliminary theory that describes the phenomena (Eisenhardt, 1989).

Although there are no strict criteria regarding the number of cases required to satisfy the replication strategy, Yin (2003) suggested that six to ten cases can be sufficient to “provide compelling support for the initial set of propositions” (p. 47). Yin (2003) also suggested that sample size is determined by the number of cases required to reach saturation. Given that the purpose of this research was to deepen our understanding of the role of values in National Sport Organizations (NSOs), to explore whether or not these values are being used intentionally, and to understand any possible connections

between organizational values and current management practices in NSOs, the use of a multiple-case studies research design was most appropriate.

### *Approach to Research Methods*

The qualitative approach, supported by my interpretivist worldview, provided a deeper understanding of the role that organizational values play in the participating NSOs and offered a rich setting to explore the intentional use of values by each organization's leader. Inspired by the concept of hermeneutics, I strove for understanding or '*verstehen*' as I collected and interpreted the data. I deepened my understanding by analyzing the data from each case study, reviewing the journal I kept following each interview, analyzing the website data prior to, and after, each interview, and analyzing it anew to consider emergent patterns, themes, or stories that applied to the whole (Willis, 2007). Willis explained that one's understanding of the data as a whole is established by reference to the individual parts, and one's understanding of each individual part is referenced by the whole. In essence, neither the whole text nor any individual part can be understood without reference to one another, and hence, it is a circle. The back and forth process is defined as the hermeneutical circle and was used throughout the research study to review the data, challenge my underlying assumptions, incorporate the literature reviewed, and to situate the knowledge in context (Radnitzky, 1970). In essence, this circular character of interpretation did not make it impossible to interpret the data; rather, it stressed that the meaning of data must be found within its cultural, historical, and literary context (Willis, 2007).

Patton (2002) suggested that there are three kinds of data collection methods used within qualitative research: interviews, observations, and document analysis. In order to

deepen my understanding of each case study and to understand the potential connections between the multiple-case studies, two methods of data collection were employed as indicated in Table 1 below. It is important to note for the purposes of this study, observations were purposefully not selected as a method of inquiry as I felt it was impossible to spend any meaningful amount of time with each NSO. I believe that the research questions were best answered through a review of relevant documents and interviews. As such, my related experience and my knowledge of the NSOs as noted in Table 2, provided me with extensive background information that proved useful throughout this study.

Table 1

*Data Collection Process*

Method	Time Period	Source
Qualitative: Document and website analysis	August – December 2009	Reviewed website prior to each interview
Qualitative: Pilot study	September 2009	1 CEO of 1 NSO
Qualitative: Semi-structured interviews	October – November 2009	11 leaders of 9 NSOs (this included 2 chief operating officers, 1 chief technical officer, and 8 staff person in most senior positions)
On-going review of interview data and document analysis prior to each interview and follow-up with participants	On-going and following each interview	

*Selection of Case Studies: Purposeful Sampling*

For the purposes of this study, 56 federally-funded NSOs represented the sample population to investigate the research questions. The only criterion that was essential for

participation in this study was the willingness of the senior leaders to participate. I preferred to approach NSOs that had participated in the risk management workshop that I had previously facilitated because I was known to the senior leader and was familiar with their NSO. I was also interested in approaching NSOs that had declared their commitment to True Sport. While this was not a criterion, I was hoping that at least half of the participants were declared members of True Sport.

My experience helped me short-list a number of NSOs that I believed would generate rich and thick data into how values might be managed intentionally. This was based on having worked with a number of these NSOs over the past several years. I then approached leaders at Sport Canada to discuss this study and to gain insight into which NSOs they felt should participate in the study. These leaders prepared a document which listed characteristics of the NSOs (Appendix A). These characteristics included the NSOs' size of membership, budget, governance model, and type of sport. I further reflected on my own personal knowledge and ultimately invited 10 NSOs to participate in this study based on what I believed would provide thick, rich, and meaningful data to deepen my understanding of the intentional use of values by NSOs. I was also mindful of achieving a state of saturation which is ideally found within six to ten cases (Yin, 1994). It should be noted that Canoe/Kayak Canada declined to participate as the senior leader had recently left the organization.

Yin (2003) suggested that it is beneficial to conduct a pilot case study to refine the data collection plans as well as review the soundness of the questions. To that end, the Canadian Cycling Association was selected as the pilot case for this study given that this NSO was deemed a similar case to the others selected for this study.

Based on Yin's (2003) perspective, the nine remaining NSOs outlined in Table 2 provided me with a large enough sample to explore the extent to which values are being used intentionally by NSO leaders in the management of their organizations.

Table 2

*Sample of NSOs<sup>a</sup>*

Participating NSOs <sup>b</sup>	NSO Characteristics <sup>cdef</sup>	Size based on Membership <sup>g</sup>	Location <sup>h</sup>	Type
Athletics Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Medium Budget</li> <li>▪ Participated in the RMP</li> <li>▪ CEO tenure: 9 years</li> <li>▪ Member of True Sport</li> </ul>	Medium	Ottawa	Summer – individual Olympic
Canadian Cycling Association (Pilot NSO)	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Medium Budget</li> <li>▪ CEO tenure: 6 months</li> </ul>	Medium	Ottawa	Summer – individual Olympic
Canadian Curling Association	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ Large Budget</li> <li>▪ CEO tenure: 3 years</li> <li>▪ Member of True Sport</li> </ul>	Large	Ottawa	Winter-team Olympic
Canadian Soccer Association	<ul style="list-style-type: none"> <li>▪ Representative Board</li> <li>▪ CEO known to researcher</li> <li>▪ Large Budget</li> <li>▪ CEO tenure: 18 months</li> </ul>	Very Large	Ottawa	Summer – team
Diving Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Medium budget</li> <li>▪ Participated in RMP</li> <li>▪ COO tenure: 4 years</li> <li>▪ CTO tenure: 4 years</li> </ul>	Small	Ottawa	Summer-individual Olympic
Gymnastics Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Participated in RMP</li> <li>▪ Medium budget</li> <li>▪ CEO tenure: 10 years</li> <li>▪ Member of True Sport</li> </ul>	Large	Ottawa	Summer – individual Olympic

Skate Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Participated in the RMP</li> <li>▪ Large budget</li> <li>CEO tenure: 3 years</li> <li>▪ Member of True Sport</li> </ul>	Large	Ottawa	Winter-individual Olympic
Speed Skating Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO known to researcher</li> <li>▪ Participated in the RMP</li> <li>▪ Medium budget</li> <li>▪ CEO tenure: 14 years</li> <li>▪ Member of True Sport</li> </ul>	Medium	Ottawa	Winter-individual Olympic
Swimming Canada	<ul style="list-style-type: none"> <li>▪ Policy Board</li> <li>▪ CEO and COO known to researcher</li> <li>▪ Medium budget</li> <li>▪ Participated in the RMP</li> <li>▪ CEO tenure: 3 years</li> <li>▪ COO tenure: 2 years</li> </ul>	Medium	Ottawa	Summer-individual Olympic
Wheelchair Basketball Canada	<ul style="list-style-type: none"> <li>▪ Policy/Representative Board</li> <li>▪ Executive Director known to researcher</li> <li>▪ Small budget</li> <li>▪ CEO tenure: 8 years</li> <li>▪ Member of True Sport</li> <li>▪</li> </ul>	Very Small	Ottawa	Summer – team Paralympic

---

*Notes.*

- a. Descriptions included in this Table have been provided by Sport Canada (see Appendix A). These groupings are approximations only.
- b. NSOs that were considered to be in challenging situations were not included for participation in this research study. Based on the information provided by Sport Canada and my own knowledge of the NSOs, organizations were purposefully selected to participate in this study.
- c. The Risk Management Project (RMP) was a multi-year initiative that I coordinated on behalf of the True Sport Secretariat with a group of eight NSOs, one Multi-Sport Organization, and one community sport club. I have in-depth knowledge of seven of nine participating NSOs related to their strategic plans, their identified risks, and their foundational documents (statement of mission, vision, and values). I have also established a good working relationship with the leaders of these NSOs which helped gain access.
- d. Policy boards exist where the board makes policy decisions, determines priorities, engages in planning and evaluation. Policy boards leave policy implementation, management, and administration to staff. These boards typically have a fair percentage of their membership elected-at-large without portfolio or representative roles (Corbett, 2006). Representative boards are those boards on which the stakeholders of the organization, or the various interests that the organization serves, have representation. The typical example in amateur sport is the national sport organization whose membership comprises provincial/territorial sport organizations, each of which have one member on the board. (Corbett, 2006). Over the past 15 years, a growing number of NSOs have shifted towards a policy board.
- e. Financial budgets are defined as follows: NSOs with large or very large budgets are situated at over \$10 million; NSOs with medium budgets range between \$3 million and \$9 million; and NSOs with small budgets are less than \$3 million.



- f. I also wanted at least half of the participating NSOs to be declared members of True Sport. True Sport declarations provide an indication of the NSO's commitment to being more intentional about their organization's values.
- g. An NSO's membership is not necessarily an indicator of the popularity of the sport from a mass participation perspective. Tennis, Cross Country Ski, and Alpine Ski are examples of this phenomenon. Membership categories are defined by Sport Canada as follows: NSOs with more than 200,000 reported members are considered large; NSOs with membership between 20,000 and 200,000 are medium; and NSOs with a membership of less than 20,000 members is considered small.
- h. In order to facilitate in-person interviews, this study was limited to NSOs with head offices located in Ottawa, Ontario.

### *Confidentiality*

Confidentiality in the research process means that data identifying the participant will not be disclosed (Kvale & Brinkmann, 2009). However, Kvale and Brinkmann (2009) further suggested that there are also instances when interviewees wish to have their names disclosed as they feel that this will be of benefit to others. Yin's (2003) recommendation for multiple-case studies - "the most desirable option is to disclose the identities of both the case and the individuals" suggests that disclosure allows readers to increase their meaning of the data as they may recall additional information once they know the source of the data (p. 157). The rationale for selecting full disclosure is that sport leaders frequently communicate with each other and may have shared information related to this study. Full disclosure encouraged this exchange and dialogue amongst the participants and I believed it enriched the data collection and subsequent findings. Given their interest in this study, the participants agreed to waive their rights to confidentiality. As such, publication of the findings includes direct quotations of participants which adds a higher level of authenticity and describes the data in ways that increase its relevance to the readers.

## *Data Collection*

### *Documents*

#### *Document review*

Data collection began with a review of documents from each NSO's website related to the organization's mission, vision, and statement of values. As described by Hammersley and Atkinson (2007), "the organization of collective social activity involves the creation, use and circulation of material artifacts" (p. 121). Patton (2002) suggested that a review of records, documents, and archives can contribute rich sources of information related to the organization under study: "Documents prove valuable not only because of what can be learned directly from them but also as stimulus for paths of inquiry that can be pursued only through direct observation and interviewing" (p. 294).

I acknowledge that the process of document collection is a subjective one (Patton, 2002). To ensure a consistent approach amongst the multiple-case studies, NSOs' websites were consistently used as the primary source of document collection. If a statement of values was not available on the NSO's website, this was noted, and I requested a copy from the senior staff. Again, if this was not available, I noted the absence of a statement of values.

I also reviewed each participating NSOs' website as websites can serve as a placeholder for an organization's key documents, and they are a relatively new medium for companies to use to shape and instill values (Knoppen, Dolan, Díez-Piñol, & Bell, 2006). The purpose of this website review was to provide me with relevant background information related to each NSO, to review the organization's statement of values, to investigate if the values were available on the website, and to assess the extent to which

NSOs were intentionally using their organization's values. Examples of a NSO intentionally using its values on the website included: posting their statement of values on their website, listing their values within key documents, being declared a member of True Sport and using the True Sport brand on their website. My understanding of a NSO's intentional commitment to its values was informed by these examples. The review also served to generate additional examples of how a NSO can become more intentional in using its values. These examples are shared in Chapter IV.

As Patton suggested (2002), observing what was not happening provided me with an additional way to consider the intentional use of values by NSOs. As such, both an inductive and deductive approach was used when gathering data from the website (Patton, 2002). I printed hardcopies of the relevant documents and recorded initial insights or observations throughout the process of analysis and captured these in a document analysis database for each as outlined in Tables 5, 6, and 7 in Appendix A. I also used a journal in the data collection stage to note observations. Later, in the data analysis stage, I referred to my journal to enhance my understanding of the data, and I used my journal as an additional source of rich data. The document analysis process uncovered additional examples of the intentional use of values by NSOs and will be presented in Chapter IV.

### *Document analysis*

The goal of document analysis is to develop categories that "capture the fullness of the experiences and actions studied" (Kvale & Brinkmann, 2009, p. 202). The process of analyzing the data began with coding all text material through a combination of concept-driven and data-driven coding (Gibbs, 2007). The elements that informed the

concept-driven coding process were developed based on my knowledge of the NSO community, the review of key documents as mentioned above, and the relevant literature that was summarized in Chapter II.

In order to capture these concept-driven codes in an organized manner, I created individual website databases (see Appendix B) for each case that answered the following questions: was the NSO a declared True Sport member; did the NSO have established values for the organization; did examples of values-in-action surface; and did the NSO leader know the organization's values. I further inquired into the current NSOs' management practices to determine how values were being used (Dolan et al., 2006). The process of analyzing each NSO's website also provided me with an important opportunity to expand my current perspective and as such, data-driven coding was used to determine themes and patterns which were captured in the database, along with additional reflections and ideas that were identified throughout the analysis process (Gibbs, 2007; Patton, 2002).

### *Interviews*

#### *Sample population*

The interviews were conducted with the most senior leader in the NSO – normally this was the CEO (sometimes referred to as the Executive Director, the Secretary General, or the Director General) of each NSO. In two cases, senior leaders participated together in the interviews – I interviewed both the CEO and the COO for Swimming Canada and the CTO and the COO of Diving Canada. This resulted in a total of 11 interviewees with individuals from nine NSOs. As senior management within organizations have been found to be a key influence in the manifestation of values within

an organization, interviewing the most senior paid staff person provided me with a strong indication of the role of values within each NSO (Cha & Edmondson, 2006; Dolan et al., 2006; Hamm, MacLean, Kikulis, & Thibault, 2008; Trail & Chelladurai, 2002). For instance, the NSO leaders were able to provide me with a sense of whether the values were known, understood, and lived within the organization's culture. They were also able to articulate the dominant management practice within their organization and the extent to which this might enable or limit the intentional use of values within the NSO.

As the interviews followed a review of each NSO's documents related to their mission, vision, and statement of values, as well as a review of their website, the interviews provided additional thick and rich sources of relevant data. A primary comparison of the data collected provided me with a solid foundation upon which to shape my initial thinking and helped me begin to paint a picture of the trends or patterns within each case. This thorough analysis allowed me to begin the process of generating themes within and across the multiple-case studies. I was then able to ask the leaders of the subsequent case studies additional questions which helped to deepen my understanding and authenticate my interpretation of the findings. While I did not return to the previous leaders to specifically ask additional questions, they were able to review the documents I sent them as part of the member-checking process. This is further explained in the data collection process below.

### *Data collection*

The composition of the final interview guide is provided in Appendix C. Prior to conducting the interviews, I circulated the questions to three sport experts for legibility, relevance, clarity, and meaningfulness. These individuals included an NSO CEO

(Suzanne Nicholson of Field Hockey Canada), a Sport Canada senior employee (Jan Meyer), and a sport leader with extensive experience in the field of ethics in sport (Victor Lachance of the True Sport Foundation).

Yin (2003) suggested that it is beneficial to conduct a pilot case study to refine the data collection plans as well as review the soundness of the questions. To that end, I interviewed Greg Mathieu, the newly-appointed CEO of the Canadian Cycling Association, who had previously been the CEO of the Canadian Wrestling Association for 18 years. This pilot case offered tremendous insight as well as provided a good sounding board to test the interview questions. Based on Greg's input and suggestions, I refined a few questions, added an additional question, and edited the consent form to enhance its clarity.

The semi-structured approach to the interviews provided the participants with an opportunity to enrich the process by allowing them to also ask questions, which in turn generated new ideas and insights. The interview guide served as a platform upon which the interview questions were asked and then answered as well as a means to ensure consistency across the multiple-case studies. The interview guide was equally informed by AI which helps people move in the direction of their inquiry (Whitney & Trosten-Bloom, 2003). AI suggests that if the inquiry is problem-based, then the answers will reflect this underlying assumption. However, when the inquiry is strength-based, the discussion is often filled with examples of positivity, highlighting the best of the past to move towards the possibility of an extraordinary future (Whitney & Trosten-Bloom, 2003). As such, the questions that guided this interview process were framed in a positive manner. This framing provided participants with an opportunity to explore how values

can be used intentionally by encouraging storytelling, by drawing from personal accounts, and by providing examples of when they witnessed such occurrences. This process provided me with rich and thick descriptions to help answer my research questions.

The nature of the multiple-case studies afforded me the opportunity to inductively analyze each case separately. It is important to note that while the interview guide did not change, I did incorporate some of the thinking and ideas from previous cases to build on the patterns that I determined following each interview. As stated by Patton (2002): “categories or dimensions of analysis emerge from open-ended observations as the inquirer comes to understand patterns that exist in the phenomenon being investigated” (p. 56). In order to allow the participants to consider and build upon these insights, they had an opportunity to review the documents I sent them following their interview which contained the themes that were a result of the data analysis process. These documents included each NSO’s interview transcripts as well as a database that contained the patterns and themes that I had interpreted from their interview, review of website and the reflections in my journal.

All interviews lasted between 60 and 120 minutes and were completed within a three month period. The interview guide was provided to participants prior to the interviews. Participants were not obliged to answer all the questions. Some participants requested additional information prior to agreeing to participate, and I prepared a briefing document that summarized the literature and gave them important information related to the study. This document is attached in Appendix D and formed an important part of my case study protocol which is detailed in Appendix E. Yin (2003) stated that the case study

protocol significantly increases the reliability of the case study by ensuring that the approach is consistently applied across each case. The case study protocol helped to make the case for why participation in this study was important, synthesized the review of literature to a manageable number of pages, outlined my field procedures with a view of maintaining a consistent approach throughout the study, and required that I consider different levels of questions throughout the data collection and analysis process. This disciplined approach not only enhanced the data collection process but also generated insights and findings that may have been overlooked (Yin, 2003).

Each interview was audio recorded (consent was obtained by all participants) and transcribed verbatim. The journal that I kept during the interviews to note my observations enhanced the data analysis process as I interpreted the data in real time. I also kept a record of my thoughts and overall impressions following each interview and collected these thoughts in an individual database for each NSO. This comprehensive process allowed me to record the transcripts and interpret the data in a timely manner. Subsequently, I was able to capture my insights by determining patterns and themes.

Although each interview participant was purposefully selected, their participation was voluntary. All participants signed a consent form prior to the interview which outlined the purpose of the study, provided a detailed description of the interview process, listed the interview questions, and stated the approximate length of time of the interview. The participants all consented to having their names and that of their organization published. A copy of the consent form is provided in Appendix F.



### *Data analysis*

The process I selected to analyze the data from the interviews facilitated the extrapolation of thick and rich descriptions from quotations, stories, and metaphors to bring the patterns, themes, and nascent theories to life. The transcripts were analyzed utilizing a hermeneutical interpretation of meaning. This analysis was accomplished by following the seven principles of hermeneutical canons of interpretations as noted by Radnitzky (1970) and as presented in Kvale and Brinkmann (2009). The seven principles of hermeneutical canons of interpretations are: 1) the back and forth process of reviewing the parts and the whole so as to deepen understanding; 2) the pursuit of “good gestalt” that implies a certain unity within the text; 3) testing each case study against the sum of the knowledge gathered across the multiple-case studies; 4) an appreciation for the knowledge that may be contained within and specific to each case study; 5) a commitment to make use of the data, information, and knowledge gathered throughout the study; 6) a commitment to acknowledge the biases that informs my thinking and interpretation of the data; and 7) the belief that the process of interpretation is premised upon innovation and creativity that enriched and deepened my understanding of the research questions (Kvale & Brinkmann, 2009, pp. 210-211).

A thorough and holistic interpretation of the data was accomplished by reviewing the transcripts to identify meaningful words, phrases, or thoughts from each NSO leader. This process gave me an opportunity to create initial patterns and the ability to infer additional lines of inquiry during the analysis of documents. My journal served as an important placeholder to capture ideas, emergent patterns, and additional observations (Patton, 2002). Once all interviews were completed, I re-read each of the transcripts and begin the process of coding them – using both concept-driven and data-driven coding

techniques (Gibbs, 2007). This process helped to generate themes that were substantiated across at least five of the nine case studies.

The concept-driven coding that I had created through the document analysis, along with any new concepts that I determined, informed my initial review of the interview data. Key words and phrases were manually highlighted and separated from the document. Since confidentiality was not an issue, I did not need to add pseudonyms. All coded pieces of data were grouped with other similar concepts to form larger groups of meaning both within each case study and across case studies. To capture the insights generated from each case, I produced an individual case study database for each NSO (a sample is provided in Appendix F). This process of back and forth between the parts and the whole afforded me a depth and breadth of interpretation which enhanced my understanding and appreciation of the meaning that was conveyed from and across each interview. This back and forth process was ultimately captured in the multiple-case studies database (Appendix G) which is a detailed account of the 11 themes that I determined through the data analysis process and the additional insights that I uncovered. As well, the multiple-case study database allowed me to capture future research questions.

I acknowledged that a plurality of meaning could emerge from the data (Kvale & Brinkmann, 2009). I was guided by my research questions, my sensitizing framework, and my world view in interpreting the data in a holistic manner so as to achieve *verstehen*. Through the comparison of codes across each case study, patterns were determined to form overarching themes. Each theme is defined and described in Chapter IV and contains several patterns. I shared the broad patterns and themes contained within

the individual NSO case study database (Appendix G) with the NSO leaders and incorporated their additional comments. This follow-up provided them with an opportunity to comment on my interpretation of the data, which contributed to the depth of authenticity and trustworthiness of the data (Willis, 2007; Yin, 2003).

Once the central themes were created and then reviewed by the participants, I was guided by Kvale and Brinkmann's (2009) suggestion of investigating with the final report in mind. I believe that the process of collecting and analyzing the data provided me with a better and more informed perspective on how best to report the research findings. I was able to outline the data in themes and bring the themes to life using narratives, metaphors, quotations and stories which helped to explain the data in a meaningful, relevant, and interesting manner for the audience.

### *Researcher' Role*

The use of multiple-case studies provided me with a unique opportunity to become an incubator of meaning. In essence, "the researcher is the instrument" through which the story gets co-created, explored, captured, and shared (Patton, 2002, p. 14). As I am the central holder of knowledge from one case study to the other, it was important for me to consider how I would translate that knowledge into shared wisdom with the participants in this research study. As I am known by all participants, some to a greater extent than others, and have 18 years of extensive, practical experience to draw from, the participants were much easier to approach to participate in this study.

My practical experience includes having worked for a number of National or Multi-Sport Organizations including Equine Canada, the Canadian Centre for Ethics in Sport, the Canadian Olympic Committee, and the True Sport Foundation. I continue to

provide consulting services in the areas of change management and strategic communications to a number of NSOs, P/TSOs, and sport clubs. This experience influenced not only the nature of the questions asked, but also how I approached the participants. I believe that the participants were more likely to provide me with candid responses as I entered into the interviews from a position of credibility. I feel I was able to generate more authentic findings because my existing relationships and prior experience helped to create a platform of trust and openness that may not have otherwise existed. As such, I felt obliged to ensure that the research process was reflective of the participants lived reality. I also strove to report the findings in a manner that would authentically represent the data collected and analyzed.

### *Sensitizing Framework*

I was reflective about how the inquiry would affect the participants in this study and how this might affect the findings (Patton, 2002). I acknowledged that I did not enter this research study with a blank slate (Patton, 2002). For instance, through my training in ethics in sport, I am inclined to believe that sport excellence is only achieved when it is done through fair and ethical means. As NSOs are responsible for their respective sports, their leaders are the ones who set the ethical barometer and provide a platform upon which ethical conduct can be fostered and promoted - or not. Furthermore, I would argue that one way NSO leaders can begin to shape their commitment to ethical conduct is the extent to which their organization's values are being used intentionally and communicated explicitly.

An additional sensitizing concept was my belief that NSOs may need to employ a number of different management practices that allow for more humanistic and values-

driven outcomes in order to achieve their objectives (Dolan et al., 2006). This belief was based on practical knowledge of having worked in the sport sector and a deep appreciation for the current complexities that have arisen in the 21<sup>st</sup> century and are summarized in Chapter II.

A third sensitizing concept was my belief that values can serve as the glue between an organization's mission and vision when they are used intentionally (Dolan et al., 2006). For instance, while the vast majority of NSOs had espoused statement of values, this research examined the extent to which leaders of NSOs were intentionally using these values.

A final sensitizing construct was my interest in furthering my understanding of POS and using this theoretical foundation to assist NSOs in achieving organizational excellence. One way I believed this could be achieved was through the intentional use of their organization's values.

### *Trustworthiness*

I am sensitive to the fact that “the case study has been one of the most criticized and most used forms of social science research” (Willis, 2007, p. 239). Both Meyer (2001) and Willis (2007) suggested that case studies have been criticized by those holding a positivist perspective for lacking academic rigor and may therefore be viewed as inferior to alternative methods where guidelines for collecting and analyzing data are spelled out.

I strove to deepen my understanding of the NSOs' reality and how values were being managed within their organizations. Yin (2003) wrote that the case study is often used to contribute to our knowledge of complex social phenomena occurring at different

units of analysis – individual, organizations, and groups. Yin (2003) further posited that case studies provide researchers with the ability to “retain the holistic and meaningful characteristics of real-life events” (p. 2). It is with this in mind that I selected to use multiple-case studies as a method of increasing my understanding of the NSOs’ lived reality with respect to their organization’s values and the management practice that underpins it.

Trustworthiness and authenticity have emerged in recent years to describe the researcher’s commitment for balance, fairness, and completeness (Patton, 2002). The notion of empathetic neutrality suggests that I commit to understanding the world as it unfolds, staying true to the emergent complexities and multiple perspectives, and be balanced in how I interpret the data and subsequently report on the findings (Patton, 2002). In order to reflect this commitment, I have been reflexive about the theoretical paradigm that supports my worldview as articulated at the beginning of this Chapter. This meant that I was informed by POS as I explored, investigated, and inquired into how values were being managed by NSO leaders. Moreover, I purposefully selected a research method that took into account a number of rich data sources to investigate the research questions. I further provided the research participants with an opportunity to reflect on their perspective throughout the data collection and analysis process. Indeed, the findings identified in Chapter IV are based on the knowledge and shared understanding that emerged throughout the data collection and interpretation process. This is supported by the hermeneutical approach I employed to collect and analyze the data.

I have articulated my sensitizing framework that underpins some of the assumptions and biases that informed my approach to this research study. I reflected on

the knowledge I brought to this study and how I intended to organize the data, while committing to being open to whatever I could learn (Patton, 2002). For instance, I altered my perspective based on my review of literature as well as the on-going conversations that I had with NSO leaders. More specifically, to increase the notion of authenticity and trustworthiness, I conducted member checks with the participants to provide them with an opportunity to review the interview transcripts, to clarify their meaning, and to enhance my understanding of the interviews. Participants were provided with an opportunity to review my interpretation so that the outcome became a shared understanding of the nature, role, and importance of values within NSOs. Finally, I documented my observations, feelings, and thoughts in a journal so as to maintain an audit trail of important findings, emergent themes, and the development of early theories (Willis, 2007). As Stake (1995) suggested, this reflection can help explain to others how I have arrived at my conclusions.

### *Delimitations*

This research focused on NSOs exclusively rather than on the broader spectrum of sport organizations in Canada. For instance, this study did not focus on the perspectives of Multi-Sport Organizations (MSOs), professional sport organizations, Provincial/Territorial Sport Organizations (P/TSOs), or community-based sport organizations (e.g., sport clubs). Though some of the participants involved in the study may work or have experience with organizations beyond their NSO, they were asked to consider the questions in the context of their NSO. As such, the findings and outcomes of this study are applicable to National Sport Organizations. The findings may also be of interest to organizational scholars and practitioners who seek to understand the role of values as

well as management approaches within the context of charitable and non-profit organizations, as sport organizations represent the largest portion of these institutions in Canada.

Although the goal of this study was not to generalize the findings, the use of multiple-case studies can generate preliminary theories when and if saturation has been achieved (Yin, 1994). As I interviewed 11 sport leaders within 9 NSOs, themes were developed as a result of the collection of data across interviews and documents, thorough analysis of all data sources, and member-checking to ensure authenticity and trustworthiness of the findings.

### *Summary*

This Chapter described my theoretical framework and how this has influenced my choice of research method for this study. I then provided a detailed account of my data collection methods and how I proposed to answer my research questions using a multiple-case studies approach. I have provided evidence to support my choices along with a thorough description of how I collected, analyzed, and interpreted the data. The following Chapter identifies the themes that were determined and illustrated through stories, metaphors, and compelling narrative.



## Chapter IV – Findings and Discussion

This Chapter presents the findings that were determined during the data collection and analysis phase in relation to the three research questions summarized in Chapter I. Three questions guided the review of relevant literature, the selection of the research methods, and the approach to analyzing and interpreting the data:

1. To what extent are values important in the management of NSOs?
2. To what extent are NSOs intentionally using their organizational values?
3. Are NSO leaders managing by values or employing other strength-based approaches in the management of their organizations?

This Chapter outlined 11 themes that I interpreted across the multiple-case studies and organizes the themes around each of the three research questions. It is important to reiterate that this study's objective was not to confirm or disprove theory but rather to deepen our understanding of the three research questions. Each question begins with a brief summary, followed by an explanation of the themes. To bring the themes to life, I have included quotations and vignettes from the participants which helps to support the findings. Each research question concludes with a discussion that summarizes the findings and the literature that was reviewed for this study. Additional findings are shared in more detail at the end of the Chapter.

### *Findings and Discussion - Research Question 1*

#### *To what extent are values important in the management of NSOs?*

The data revealed that values are indeed important in the management of NSOs. However, values are manifested differently within each NSO. One explanation that

emerged in the findings that explains this difference can be described as the NSOs' state of readiness. This is explained in further detail in the five themes described below.

*Values defined by the NSO leaders are for the entire sport, not just the national office (Theme 1)*

During the interviews, sport leaders indicated that they had not really considered whether or not the identified values were for the NSO or for the entire sport. In all cases, when asked if the values were for the sport or simply the national office, the sport leaders reflected on this first before answering that the values were meant to be representative of the entire sport. Sport leaders indicated that the values were important precisely because they were meant to guide the actions and decisions for the entire sport, and not just for the NSO. "I would like to say that these are the values for the sport of gymnastics in Canada," shared Jean-Paul Caron, CEO of Gymnastics Canada. The data revealed that the values identified by the NSOs were meant to extend beyond the national office to be reflective of the entire sport. I would argue therefore that NSO leaders would benefit from first considering who the values are meant to represent, which would likely impact how they might go about determining the values and who they might involve in this process.

I further observed that there was remarkable congruence among the participants' interpretation of what their organization's values meant to them. While all participants supported Rokeach's (1973) definition of values, they further described the role values played in their organization in their own words. For instance, Mark Hahto, Chief Operating Officer of Swimming Canada, indicated that "values have to be enduring and

they have to be embedded within the culture of the organization. They also have to extend beyond the organization – values really reflect the soul of the organization.”

Diving Canada’s Chief Technical Officer, Mitch Gellar described the importance of identifying his organization’s values. “We identified them. Maybe uncovered what lived here naturally. Maybe it’s a way that we understand our identity more clearly.” This was supported by Joanne Mortimore, CEO of Athletics Canada as being “intrinsic and embedded in all we do.” Both leaders agreed that although they spoke about their values in the context of their organization, the values were meant to be reflective of their entire sport.

Six of the nine NSO leaders discussed the importance of having shared understanding of what the values mean in order for them to live within the organization. Mark Hahto (*swimming*) expanded further on his earlier comment by adding “I think we need to have shared understanding of what the values are. I think the values provide a strong foundation and help people respect the decisions that are made, even if they disagree with the outcome.”

This theme suggests that the NSO would benefit from AI as a method of broadening the dialogue on values to include members outside of the national office. I would argue that AI would increase awareness of the values among a broader group, which would increase the likelihood of them being lived beyond those involved in defining the values (Whitney & Trosten-Bloom, 2003).

### *Values are foundational (Theme 2)*

The data overwhelmingly supported the previously reviewed literature that made the case for including values within the organization’s strategic and constitutional

documents. Though each NSO may use different approaches to determine their values (this will be explored in more detail within theme 3 “splash ‘n’ ripple”), all NSOs have indicated that values are part of their foundational documents or will be in the future. For instance, Wendy Gittens, Executive Director of Wheelchair Basketball Canada, shared how integral values were to her sport: “Our strategic plan maps out the ‘what’ and our values help us with the ‘how.’ We try to link and integrate it into our plan and mesh it with our mission and vision. We do refer to the values often when making decisions. If we’re moving into a new area, we look at our values to see how things fit.” This approach was supported by seven of nine leaders of NSOs who described integrating their values within their strategic plan as an important step in getting their ‘house in order’. “I think it’s critical to embed your values into your plan so it impacts the culture and the way we think and act,” indicated Joanne Mortimore (*athletics*). William Thompson, CEO of Skate Canada supported the fundamental role of values by stating that: “our values are embedded at all levels of our planning now. It gives the staff a sense of what they’re doing and how it contributes to the achievement of the entire organization.” Other sport leaders supported this perspective and indicated that the absence of having a clear plan in place makes thinking about values very difficult.

As they are in the process of undergoing significant governance changes, the Canadian Curling Association and the Canadian Soccer Association are currently considering how best to integrate values into their process. “We don’t have a values’ statement but I do see them manifested in all that we do and in how we operate and govern our sport,” shared Greg Stremlaw, CEO of the Canadian Curling Association.

It is worth noting an example of positive deviance that surfaced during the interview with CEO of Speed Skating Canada, Jean Dupré. As discussed in Chapter III, positive deviance is a construct that examines behaviours that fall outside the norm, and offers insight into strength-based approaches that may be manifested in individuals and in organizations (Spreitzer & Sonenshein, 2004). Speed Skating Canada is the only NSO that began its planning process with a conversation on what matters most to them, which then allowed the values to inform their organization's structure and the determination of their objectives. The fact that they started by first determining their values and are the only NSO to do so, demonstrates positive deviance. Furthermore, Speed Skating Canada is only one of two NSOs that is integrating values within systems, policies, and procedures; the only NSO to have used their values and the True Sport principles to guide implementation of LTAD within their competition review process; the only NSO to consistently build capacity within their members at their annual general meetings (AGMs) to reflect on and live their values; and one of only two NSOs (Wheelchair Basketball Canada is the other NSO) that is integrating values in their communications efforts (e.g., by distributing wallet cards, by posting values statements on the office walls, and by hosting team building exercises). Jean Dupré makes the point that identifying their values was the starting point of their strategic planning exercise:

I think when we did the values exercise in 1996, it was based on who we were.

The values have helped us become the organization we are today because they were embraced by the community and were the values that they believed in. If we believe in these values we asked ourselves 'what are we going to do to make these

values live?’ And in following these values we began to move in the direction of our vision. I strongly believe they helped us get to where we are today.

*Splash ‘n’ ripple (Theme 3)*

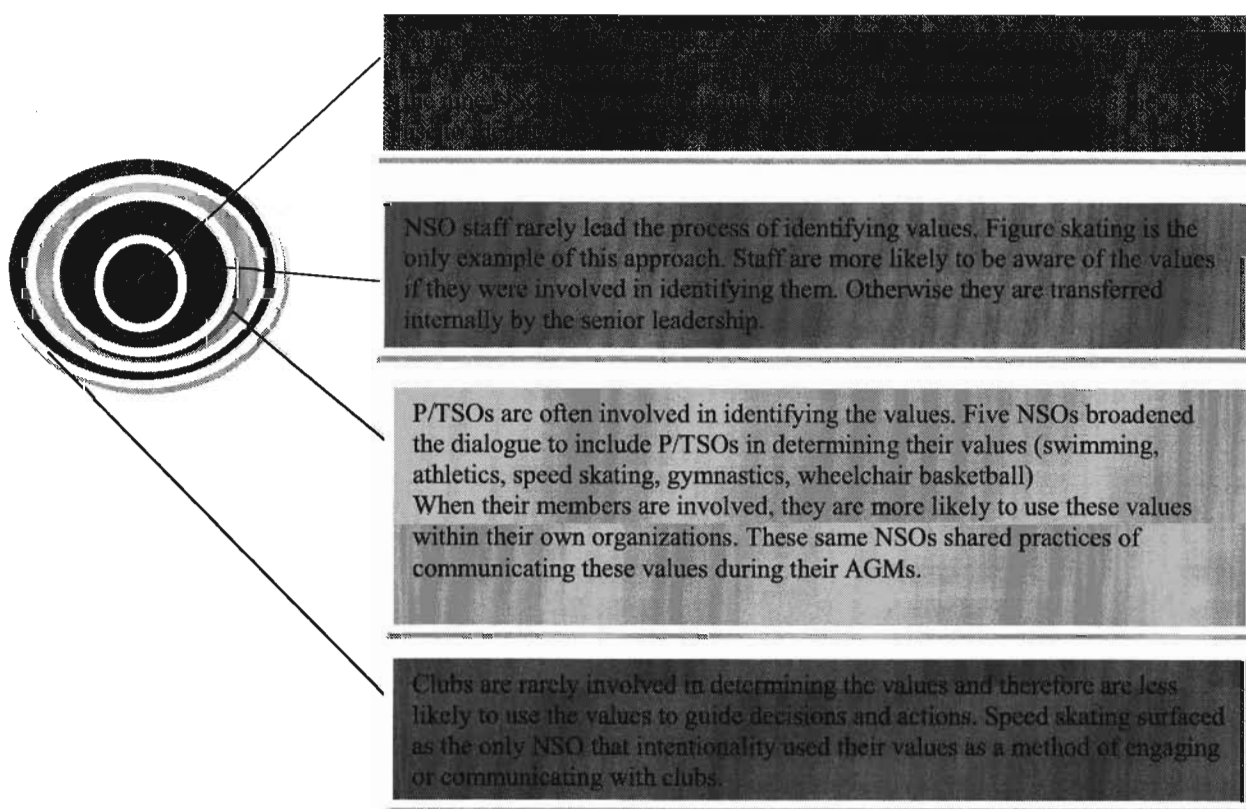
Values were found to be extremely important to the leaders of the NSOs who participated in this research and this can be illustrated through the ‘splash ‘n’ ripple’ analogy. Imagine that values are manifested within the sport the way a rock would impact the water when dropped from above. Those who are involved in identifying them are closest to the splash point. They are the ones who know the values intimately and are more likely to use them. “We are using values as the standard against which we set our operations every day,” shared William Thompson (*figure skating*). Of note, Skate Canada is the only NSO to have fully engaged national office staff of about 50 individuals in the identification of the sport’s values. They are currently in the process of considering how best to engage their Board, their provincial/ territorial partners (sections), and clubs in a dialogue on the values that were identified by national office staff.

If we consider how values are being used beyond those who identified them, it is unclear to what extent the values are known or are shared. This was suggested by Jean-Paul Caron when he questioned how far the values are known or put into action in the sport of gymnastics “How far do the values trickle down? I think quite a lot. Now how much are they being put into action at the provincial, territorial, and club level – I’m not sure.” This statement suggests that the further one is away from the splash point, the less likely one is to know the values or apply them. All leaders interviewed for the study agreed that more could be done to increase the awareness of the sport’s values beyond those who had been part of the process of identifying and defining the values.

As the values are intended to be representative of not only for the national office but for all members of the sport, AI suggests that the values would become increasingly relevant to members if they were involved in the process. “Many of our provinces and territories are now using our templates and approaches and applying them,” shared Greg StremLaw (*curling*) who described the impact that his governance review is having on the members of his sport. This example suggests that NSOs may have similar results if they engaged their members in determining their sport’s values.

Figure 1 is presented to explain the way in which the values are being determined by the NSO and then manifested across the sport.

*Figure 1. Splash ‘n’ ripple effect of values*



To expand on the splash ‘n’ ripple analogy, I describe the process NSOs used to determine their values. Five of the nine NSOs (swimming, speed skating, athletics, wheelchair basketball, and gymnastics) went beyond their Boards to engage their membership in a dialogue about the values they wanted or that they observed being lived within their sport. These NSOs all articulated how important it was to engage their members in this way. Figure skating recently identified its values through a staff driven exercise that resulted in significant engagement by all national office staff. This story by William Thompson (*figure skating*) suggests the importance of engaging people in the process of identifying values as part of the organization’s strategic and operational plans:

We went through an interesting process. It used to be a top-down approach and it never worked. So I met with the manager level (below senior leadership team) and I asked them if they felt values would be helpful because I felt we were drifting a bit and they indicated that they would be. They wanted a set of core values that they could refer to day to day. And they could then see how this ties into the strategic operation of the organization. We wanted to give them a full understanding of the organization to help remove the silos that naturally occur. This helped to give them a grounding that would explain why I’m doing this. So the people drove the process. We gave them some timelines and some capacity from our HR person which helped. They came up with the five core values and they engaged the staff below them and we then broke the entire office into five groups and they then took their value and created a descriptor of the value and presented it at a day session for all staff. It worked brilliantly – they all came up with very creative ideas to bring the session to life – movies, posters, skits. It



fostered healthy competition amongst the staff and there was a buzz that was generated and team spirit. We put it back to the staff again and asked them what they wanted to do to make the values live within the organization. How do we keep the enthusiasm alive? They came up with suggestions like laminates, putting them on the walls, employee recognition process, signage in the lobbies, on the website, screensavers, programs. So we're in the process of incorporating that now.

Leaders from curling and soccer are currently considering how best to identify their values and it is unclear at this point how and whether or not they will engage their members in this process. Given both leaders' strong belief that values are important to build trust and generate shared understanding, it is highly likely that they will broaden the dialogue on values to include their members. Finally, Diving Canada just finished its values renewal process with senior staff and the Board. They are still considering how the values identified might be extended and used more broadly within their sport.

*Senior leaders strongly believe in their NSO's values (Theme 4)*

NSO leaders who participated in this study strongly believe that values need to be congruent between senior leadership and the NSO. "I think it's of utmost importance for my values to be congruent with that of AC's [Athletics Canada] – especially in a sport organization because it's beyond a job. If your values are not aligned with that of the organization, you're in the wrong position. It's fundamental" stated Joanne Mortimore (*athletics*). Greg Stremlaw (*curling*) agreed: "It's critical for these values to be congruent because if they weren't reflected and I didn't like the values I saw, I would leave the organization." Jean Dupré (*speed skating*) supported this finding and further suggested

that senior leadership needs to champion the values: “It’s so important for the leadership to be invested in the values. If we want to feel that we belong to the organization, we need to fit within its values structure.”

*Values are valuable (Theme 5)*

Values were identified by participants as being very important in the management of their NSO. All participants agreed that values can help to attract people whose values are congruent with the organization. Shared Joanne Mortimore (*athletics*): “The values were useful in getting the right people on the bus and the wrong ones off it. The people who left, and it’s minimal, left because there wasn’t a good fit with the values or they left because we provided them with a great foundation to generate new skills.” Other participants suggested that the values can be used strategically to gain support and to inspire. “There’s an opportunity now to connect our values deeply with our communications strategy. It’s really about having the values top of mind,” noted Wendy Gittens (*wheelchair basketball*). She suggested that values are particularly useful when dealing with challenges. “They play a pivotal role in the decisions we make and in the culture we have in the office. If there’s a problem or issue, and you base your decisions on the values you have within the organization, you can rationalize why you are making that decision.” This was echoed by Mark Hahto (*swimming*) who indicated that values can help you make the tough call. His colleague Pierre Lafontaine (*swimming*) indicated that values bring about enhanced clarity. “I think if there are changes or adaptation required, looking at our values certainly clarifies why we’re doing things and who we’re going to do it with. I try to live everyday in accordance with our values.” Values can also help organizations adapt, innovate, and compete. “I believe it helps to ground staff and to

explain why we are doing something. I've seen an increase and improvement in work output. There's better chemistry between the departments. We've also incorporated a better work process amongst and across teams. Our values helped to bring this to life" shared William Thompson (*figure skating*).

### *Discussion*

The review of literature in Chapter II revealed that values are normally organized to become part of an enduring system (Schwartz, 1996). The findings from this study supported this position, as well as Argandoña's (2003) observation that values need to be determined and shared by the people so that the systems and structures that underpin the organization are in congruence with the values and not against them. The data also revealed that the values identified by NSO leaders were for the entire sport and not just for the national office.

Chapter II indicated that in order for values to be practiced, they need to be known (Agle & Caldwell, 1999; Dolan et al., 2006). This is supported by Cooperrider and Srivastva's (1987) pioneering work in the field of Appreciative Inquiry (AI) which is a process used frequently to achieve long-lasting changes within organizations. AI suggests that when people are involved in determining their future, they are more likely to become engaged in the process of making it happen. While the majority of NSOs engaged their members at varying levels in the identification of the values, all participants agreed that more needs to be done to broaden the discussion of how the values can be lived throughout the sport. "I think we need to be more in your face about what our values are. I think that as we change our governance model, we have a better

chance of communicating who we are and what we believe in,” shared Peter Montopoli, Secretary General of the Canadian Soccer Association.

The findings revealed that one way to facilitate the process of making values known is to embed them in the strategic planning framework of the NSO. All participants indicated that values are critical components that need to be embedded within the organization’s plans and outcomes. Dolan et al. (2006) supported this approach and suggested that a commitment to manage by values is a way to formalize the organization’s desire to incorporate and inculcate values within the systems and culture. This further supports Amis et al. (2002) and Hinings et al. (1996) observations that values inform how organizations are structured and managed. Emergent in these findings is the notion that although each NSO’s culture is distinct, they often use common approaches and manage themselves in similar ways to fulfill their purpose. These similarities suggest that the ways in which values are being experienced within each NSO may also follow similar pathways.

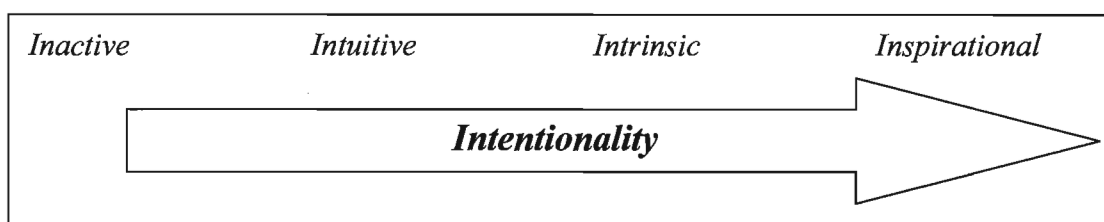
Throughout the interviews, I noted the language that was used to describe the importance of values to the NSO. Based on these findings and after analyzing the data, I developed the 4-I framework to further inform and describe how sport leaders think about their organization’s values and how these values might be experienced within the NSO. I developed the following definitions in consultation with the NSO leaders through the member-checking process, which provided them with an opportunity to provide me with feedback on these definitions as well as how it was described within the 4-I framework.

Values can be described as 1) *inactive*: where they might be dormant or not used; 2) *intuitive*: where values are shared and experienced at the individual level and are

leadership dependent; 3) *intrinsic*: where values are embedded system-wide and evident in policies, practices, and procedures. While still focused inwardly on the organization, the values are known throughout the organization and have begun to extend outwards; 4) *inspirational*: values at this stage are being leveraged intentionally as a strategic communications vehicle to engage and inspire members to achieve a common objective. The values are focused inwardly and outwardly and are reflective of the entire sport. The role of intentionality describes how the organization can move from one stage of living its values to another stage.

The purpose behind creating this framework, Figure 2 below, is to facilitate our understanding of how values might be manifested within a NSO. It may also help to increase the sport leader's awareness of how to think more intentionally about what the literature has described as the key ingredient in many of today's most successful companies – an organization's values (Kanter, 2008).

*Figure 2. 4-I Framework Describing the Manifestation of Values in NSOs.*



Each participant indicated that values are essential to the NSO, but the data indicated that the values are being experienced differently within the NSO. My interpretation of the data suggests that NSOs are operating at different stages of readiness with regards to how values are managed and lived within their sport, and that even within the NSO, the values are being used at varying levels. To help explain this interpretation, I

created Table 3 below. For instance, NSO leaders who involved national office staff and provincial/ territorial and club level members in the identification of values, have indicated that the values have extended beyond the national office. Table 3 presents the findings according to the interview data as well as my review of their documents and their website. It captures not only the data but also my interpretation of the findings to paint a picture of how the values might be experienced differently not only across NSOs but also within each NSO. This table may be useful to NSO leaders who are interested in learning more about the role of values within their organization. Moreover, Table 3 could be used to help NSO leaders evaluate how values might be leveraged more intentionally within their NSO.

Table 3.

*How values are experienced within the sport*

NSO	Intentional management of values within the NSO					Comments
		Inactive	Intuitive	Intrinsic	Inspirational	
Diving	Leadership		X			
	Staff		X			
	P/TSOs					Not discussed
	Clubs					Not discussed
	Website	X				
Speed Skating	Leadership			X		
	Staff			X		
	P/TSOs		X			
	Clubs					Not discussed
	Website			X		
Athletics	Leadership		X			
	Staff			X		
	P/TSOs					Not discussed
	Clubs					Not discussed
	Website	X				
Gymnastics	Leadership		X			
	Staff		X			
	P/TSOs		X			
	Clubs					Not discussed

	Website	X				
Soccer	Leadership		X			
	Staff		X			
	P/TSOs					Not discussed
	Clubs					Not discussed
	Website	X				
Curling	Leadership		X			
	Staff		X			
	P/TSOs		X			
	Clubs					Not discussed
	Website	X				
Swimming	Leadership		X			
	Staff		X			
	P/TSOs					Not discussed
	Clubs					Not discussed
	Website	X				
Wheelchair Basketball	Leadership			X		
	Staff			X		
	P/TSOs					Not discussed
	Clubs					Not discussed
	Website				X	
Skating	Leadership		X			
	Staff and CEO			X		
	P/TSOs		X			
	Clubs					Not discussed
	Website		X			

*Note.* Leadership is defined as Board and senior staff (e.g., CEO, COO, CTO). The 'X' is situated either at the beginning, middle, or end of each cell. This positioning indicates whether the NSO is closer to one stage or the other.

The literature reviewed on the importance of values was supported in this study's findings (Anderson, 1997; Barrett, 2003; Dolan et al., 2006; Ginsburg & Miller, 1992; Kanter 2008). One particularly interesting finding was that although participants agreed that values were valuable to their NSO, many questioned how frequently the organization should concentrate on this area. Joanne Mortimore (*athletics*) shared: "If I look at organizations that are applying a management by values philosophy, are they more successful? I would expect to see that they were but I would want data on culture,

retention, productivity, etc. to provide me with important information that I'll need to consider before I invest in this area." Barrett (2003) reminded us that investing in an organization's cultural capital will increase the organization's performance. Sharing additional findings to substantiate the investment in this area would likely increase the NSO leaders' interest and investment in managing by values.

### *Findings and Discussion - Research Question 2*

#### *To what extent are NSOs intentionally using their organizational values?*

I determined three themes to answer this question that indicated while participants expressed a desire to think more intentionally about the role values play within their organization, the majority are currently not managing their values intentionally. These themes are expanded in further detail below.

#### *Values are not being communicated intentionally by NSOs (Theme 6)*

NSO websites were one of the data sources reviewed for this study. Websites were selected as one of the data sources because the review of literature suggested that websites are increasingly becoming the primary communications vehicle for organizations (Knoppen et al., 2006). The review determined that six of the nine NSOs websites (diving, athletics, gymnastics, soccer, curling, swimming) are not communicating their values intentionally. The values on these websites would be described as inactive. The three sport organizations that demonstrated greater intentionality on communicating their values on their websites included skating, wheelchair basketball, and speed skating. The data-driven codes that provided evidence of intentionality included whether or not: 1) the NSO had a values statement on their



website; 2) the NSO had declared their commitment to True Sport; 3) the NSO displayed the True Sport logo on their website; 4) the NSO used the values to organize policies; 5) the NSO encouraged P/TSOs to declare their commitment to the True Sport values; and 6) values were embedded within the NSO's key documents (e.g., LTAD, strategic plan, constitutional documents). The concept-driven codes that emerged revealed that leaders of NSOs who were found to be using their values more intentionally on their websites were also identified as organizations who are living their values at an intrinsic level as identified in Table 3 above.

Of particular interest, wheelchair basketball's website offers an example of positive deviance as it integrates their organization's values throughout the website in how it presents the Wheelchair Basketball Canada brand, in how they demonstrate their connection to True Sport, and in the language they use to describe the essence of their sport.

#### *Deliberate engagement (Theme 7)*

As previously discussed, the splash 'n' ripple analogy (Theme 3) described how the values might be manifested within the NSO and the impact that these values might have on the entire sport. This theme also suggests that five NSOs have been more deliberate than others in how they went about engaging their members in a dialogue on values. The findings revealed that leaders of NSOs who fully engaged their members are also examples of NSOs who are living their values intrinsically as identified in Table 3 – some to a greater extent than others. Speed skating, athletics, gymnastics, swimming, and wheelchair basketball offer examples from which to learn. These organizations broadened the dialogue to include provincial and territorial members. In particular, speed

skating, athletics, and wheelchair basketball engaged their members' system-wide; have continued to refine and renew their commitment to their values; and have embedded values within their strategic plans. Swimming and gymnastics also engaged their members in a discussion on values and provide strong evidence that the values are having a significant impact on how the organization functions. While contained within their strategic plans, swimming and gymnastics have not yet embedded their values into their policies, procedures, and programs. Values within these NSOs live at the intuitive level as described in Table 3. Consider this story from Jean-Paul Caron (*gymnastics*):

We all think values are important but we are not living them intentionally. I want people to be more aware of the values, that we are respecting them when we think, operate, and decide. Even if it's happening intuitively, I think it's important for people to reflect on them when they make decisions. Especially at a strategic planning level. Sometimes it's hard to do this on a day to day basis or on the spot. You're not going to go back and look at your values. If you do it at the planning level, it becomes easier to apply it every day.

William Thompson (*figure skating*) is considering how he might be more intentional in engaging his members on the new Skate Canada values that were recently identified by national office staff: "This might provide us with an opportunity to engage our sections [P/TSOs] in a conversation around the values and the importance of promoting them to their members. I would love it if these five values were posted in every club." Curling is still in the process of implementing their governance model while soccer has just begun a governance review. Both are now considering what role values will play and how intentional they might be in hosting a system-wide conversation on the values for their

sport. Diving has recently renewed its values and is currently evaluating whether or not broadening the discussion on the identified values would be beneficial. As Mitch Gellar (*diving*) pointed out: “Values need to become integral and not an ‘add-on.’” This comment indicates that leaders of Diving Canada may be in a state of readiness to begin to explore how their values might be leveraged more intentionally. This theme suggests being more deliberate is one way to do so.

#### *Increasing capacity (Theme 8)*

A number of participants indicated that the mere process of preparing for the interview had increased their knowledge of, and appreciation for, the role that values can play in shaping their organization’s culture. Five sport leaders indicated the lack of time they have to think about, or reflect on, the importance of values. “I don’t know how much time I spend thinking about my personal values” explained Greg Stremlaw (*curling*). Jean-Paul Caron (*gymnastics*) also revealed that he found preparing for the interview interesting as he rarely spends time thinking about his values. He indicated that he would welcome the opportunity to learn more about how to integrate values within his organization.

Participants further indicated that having spent time thinking about, or being exposed to, different learning experiences has increased their appreciation for the important role that values can play within their NSO. “We are miles apart than before we did this values’ exercise. The goal was to help our organization become stronger and we want this to live beyond our national office and also permeate across the sections [P/TSOs] and clubs. This work will help us build a stronger structure which will help the entire sport grow” shared William Thompson (*figure skating*). Participants also suggested

that being aware and informed leads to a desire to think more intentionally about values.

Joanne Mortimore (*athletics*) shared her views on this:

Because our planning is in place, we have been deliberate about including our values in our planning framework so it's embedded in our sport. I think we could be more intentional about how we implement our values. We have a planning session coming up and I think we need to ask ourselves some questions about how and whether we invest more intentionally in our values.

Leaders of six of the nine NSOs had also participated in a national risk management project (see Table 2 for a list of participating NSOs). Exposure to this workshop increased participants' abilities to better plan for, and manage, risks as well as increasing their knowledge of True Sport. During these workshops, including organizational values within the NSOs' decision-making framework also surfaced as a practical and strategic approach to effectively manage identified risks. The workshops determined that increasing capacity in the area of risk management has helped organizations improve their systems, decision-making processes, and ability to proactively plan for, and minimize, risks. The same NSOs have indicated that building capacity in the area of values management may also prove beneficial. "I see the MBV workshop as a renewal of our values: validating, confirming, and bringing them to life" shared Joanne Mortimore (*athletics*), the first NSO to participate in the True Sport MBV workshop that I had facilitated. Another sport leader who has been thinking deeply about the role of values in the management of his organization is Jean Dupré (*speed skating*). He suggested that spending time thinking about values is an investment in his organization's performance. Dupré explained:

If we don't spend time investing off the field you won't get on the field performance. It would be interesting to look at organizations that perform on the field and to examine how much they invested in off the field performance. The time that we have spent on getting organized and aligned to become what we have become – we have more expertise, we have more technical expertise. You amplify the impact of on the field performance when you invest in off the field performance since the two are so connected. So we spend time educating our Board with a view of enhancing the organization's management system. Less time putting out fires means more thinking time for sport stuff.

William Thompson (*figure skating*) suggested that the capacity varies significantly from sport to sport, from province to province, and from club to club. "They are all in different stages of readiness. Their capacity level is so different. We need to institutionalize it through this kind of work." This last statement supports making values intrinsic within the entire sport, which is described within the 4-I framework.

### *Discussion*

The findings revealed that six of the nine NSOs are not using their values intentionally on a regular basis. Those NSOs that have (speed skating, athletics, and wheelchair basketball) indicated that they can be more deliberate about including their values. My interpretation of the findings suggests that there is an opportunity for NSOs to increase the profile and impact of their values by using their website as a strategic communication tool not only for external audiences but for internal ones as well. Intentionally communicating the sport's values on the website would not only inform the public about what matters to the organization but would also provide a sense of how

business is carried out. This might help to distinguish one NSO from the other and offer a competitive advantage to those that use their values more intentionally (Dolan et al., 2006).

Another example of intentionality is the use of True Sport. Of the nine NSOs participating in this study, six had declared their commitment to the True Sport Movement with three communicating this explicitly on their website. As more and more organizations sign onto this national movement, I would anticipate that more of them will begin to leverage the True Sport brand in more intentional ways, including adding it to their website.

Yet another form of intentionality can be found among the NSOs who engaged their members in a dialogue on the values for the sport. Agle and Caldwell (1999) suggested that values will help the organization adapt and respond to the ever-changing environment. One way to facilitate this is to broaden the discussion to include multiple voices (Whitney & Trosten-Bloom, 2003). The findings revealed that NSOs' state of readiness (which is related to the senior leader's capacity as described in theme 7) dictates the extent to which they engaged their members in the process of identifying and renewing their commitment to their values. Using the 4-I framework may be helpful in increasing our understanding of how values are manifested within NSOs. It also sheds light on the notion that becoming more intentional is a key factor in having organizations migrate from one state to the other. Figure 1 illustrates how values are determined by the NSO and how they are subsequently manifested across the entire sport.

Participants further indicated that increasing their own capacity and that of their NSOs to think more deeply about values is a key ingredient in being able to practice them

intentionally. This is supported by the literature and in particular suggests that a strength-based management practice such as MBV is worthy of further exploration.

### *Findings and Discussion - Research Question 3*

*Are NSO leaders managing by values or employing other strength-based approaches in the management of their organizations?*

#### *A better way – managing by values and by objectives (Theme 9)*

This question generated the fewest patterns and only one theme emerged to help deepen our understanding of how NSO leaders might employ their values within their management approach. The findings indicated that NSOs are primarily focused on achieving their objectives. While some participants also shared that they often find themselves managing more by crisis, the dominant response to this question revealed that MBO is the management philosophy of choice for all NSOs participating in this study. “MBO is the blueprint for our organization. It guides what we do and incorporates our values in the process” shared Joanne Mortimore (athletics). Jean-Paul Caron (gymnastics) suggested that: “Like most NSOs, we are operating by objectives. What is good about this interview, it’s making me think about incorporating both MBV and MBO. And I like it. It’s a question of how can we gradually bring this into our current management approach which is currently focused on objectives and outcomes.” All participants indicated that values were also important to incorporate into their management approach, albeit this has not been done intentionally.

Another pattern that I determined in support of this theme is that of balance. Participants spoke of the need for a better balance between objectives and values to achieve optimal organizational performance. “I think we manage by objectives and

supported by values. It's the balance between the two that provides for effective management" stated Mark Hahto (*swimming*). This balance will depend on a number of factors including NSOs' state of readiness, capacity, and the senior leaders' interest in values. This was articulated by a number of participants. Greg Stremlaw (*curling*) explained: "I think values are extremely important but in what balance? I don't think they need to be the be all and end all. I like MBV as long as it's tempered with a lot of other things." Joanne Mortimore (*athletics*) offered her thoughts: "I do think we need a better balance between MBO and MBV. I think being more intentional about our values may help us achieve that balance. MBO and MBV are the full package."

Subtleness is another pattern that was determined to be important to four sport leaders. "Values have to be deeply embedded in our consciousness so they subtly guide our daily work" shared Mitch Gellar (*diving*). "There needs to be a fine line – if we blanket the system will people still appreciate them or does it just become noise?" stated Mark Hahto (*swimming*). This suggests that each NSO will need to carefully assess how best to bring their values to life. While the 4-I framework is one way for the sport leaders to assess their state of readiness, they will also need to be mindful of the culture that underpins their sport and communicate strategically to avoid what both Mitch and Mark have suggested may undermine the potential of values to make a significant impact. Not only do NSOs need to strike a balance between what they are trying to achieve (MBO) and how they are trying to achieve it (MBV), they also need to factor in the ways in which they promote and nurture the core values that exists within the sport. This is an area worthy of further investigation.



### *Discussion*

Integrating both MBO and MBV as opposed to choosing one over the other is an important theme that helps to deepen our understanding of how NSO leaders are managing their organization. While the review of literature defines MBV as incorporating both objectives and values, the way it was interpreted by the participants indicated that they understood it as a management philosophy that only takes into account the organization's values. The findings reveal that there is considerable interest from participants to continue to invest in, and explore, a management philosophy that incorporates both objectives and values. MBV does just that (Dolan et al., 2006).

Also of interest was the idea that the values should be promoted and fostered with a degree of subtleness. This implies that each NSO will need to determine how best to bring their values to life taking into account their own unique culture. The challenge will be in communicating this, using language, stories, initiatives, and through actions that exemplify the sport's values in powerful, yet subtle ways. As Kikulis et al. (1992) suggested, facilitating the sharing of ideas between NSOs would be a useful way of accelerating the uptake on incorporating values more intentionally.

### *Additional Findings*

The following themes describe findings that are not related specifically to the research questions but are important considerations for NSO leaders who are thinking about how values might be managed more intentionally within their organization. Two such themes were found and are examined below in more detail.

*Longer-term objectives need to be considered (Theme 10)*

The findings suggested that longer-term strategies are required in order to allow the values to be managed more intentionally. “I believe that if an organization is doing both MBO and MBV appropriately, it takes a long time. We have been doing MBO for a solid eight years and we are now starting to see the fruition and we’ll start to see success” shared Joanne Mortimore (*athletics*). As NSOs are all focusing on objectives, many of which are broken into four year quadrennials to match Sport Canada’s SFAF framework and the Olympic and Paralympic funding cycles, it’s not surprising that their focus is more on setting and meeting shorter-term goals. “When you are dealing with chaotic situations, values are not something that are placed at the top of the list. When you’re dealing in the short-term, it’s all about getting the job done” explained Peter Montopoli (*soccer*). William Thompson (*figure skating*) suggested that increasingly NSOs will be forced to think longer term in order to survive and thrive. He further noted:

We wanted to improve for the long-term not just for the short-term. We had been stagnating even though we were successful in balancing our budget, doing what we said we would do, etc. But if you step back and assessed our performance over the longer-term or responding to external shifts in the environment, we were failing miserably. We have invested a ton of money over the past four years because that will rebuild the system. We need to reinvest our earnings into the sport and if you’re thinking only short-term you can get panicked with short-term investments. If you look at what you are doing and generating long-term, it gives you the flexibility to take risks and to invest.

This approach suggests that longer-term planning and longer-term investment will allow the NSOs to think more deeply about items other than meeting objectives.

*Clash of the values (Theme 11)*

An additional theme that I determined which was not directly related to the study's questions is the tension that four of the nine NSOs are experiencing in managing multiple and often competing values. These four NSOs all offered examples of managing their values more intentionally than the other NSOs. As such, they may be in a state of readiness to consider the tension that often exists between the NSOs' declared values. This tension between competing values is a real struggle which is not getting any easier to manage according to Jean-Paul Caron (*gymnastics*). Joanne Mortimore (*athletics*) agreed and indicated that a recent membership survey revealed that there was an imbalance between two of Athletics Canada's values.

Members told us that we needed to strike a balance between our values and most people wanted us to focus on LTAD. The NSO's focus is so high performance driven. We had to ask ourselves 'Are we really committed to the value of lifelong physical and emotional fitness'? I relate it back to the Canadian Sport Policy. We want everything for everybody but the CSP does not say we are going to win medals and yet our entire funding model and accountability is around winning medals. How do you balance all of this? That is a question we are currently asking ourselves.

Jean Dupré (*speed skating*) echoed these sentiments by sharing the challenges posed by hosting the Olympic Games in Canada. The objective of winning medals and the so called *home field advantage* is demonstrating that even an organization that lives its values intrinsically is at risk if not intentionally managing the tension that can arise between values.

I must admit that the objective now has become so big that it is clouding our judgment. These Games are creating so many problems for us ... we have to go back to what we're all about. There's a clash between our objectives and values. The Games are all about the medals – the bronze medal, the silver medal, and the gold medal. And sometimes we have clashes and we have a hard time getting back to the basics. The pressure to win and to perform is becoming all consuming but we can't lose sight of the other important elements. We don't want the athletes to just *compete* at the games ... we want them to *experience* the games. That's tough to manage and I have not found the perfect solution yet. The focus is shifting exclusively on the value of excellence. Living our values means not living them individually but living them collectively. I'm going to be thinking about all of our values as I consider this challenge.

In addition, tension between NSOs' values and those of the funding agents also exists. Leaders of three NSOs (gymnastics, athletics, and wheelchair basketball) spoke specifically about the dominant values from funding agents<sup>9</sup> that place a heavier value on achieving excellence, and moreover achieving podium results. Jean-Paul Caron's (*gymnastics*) comments below reflect this additional challenge.

What I find interesting and challenging is how do the other Gymnastics Canada values relate and work with the value of excellence. With Own the Podium (OTP),<sup>10</sup> we are talking about podium results and winning medals. How far are you going to push and go outside your values to achieve that outcome? And that

---

<sup>9</sup> Funding agents include Sport Canada, Own the Podium, the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC), and corporate sponsors.

<sup>10</sup> Own the Podium's mission is "to lead the development of Canadian sports to achieve sustainable podium performances at the Olympic and Paralympic Games." It was created to bring together the key parties involved in leading and funding excellence at Summer and Winter Olympic and Paralympic Games. This initiative is funded by Sport Canada, COC, CPC, and corporate sponsors (Own the Podium, 2010).

is why I said it was challenging because I think we've been doing a good job of balancing this but it's becoming increasingly difficult.

This observation was also supported by Wendy Gittens (*wheelchair basketball*) below who indicated with the introduction of OTP, they are struggling with ensuring that their values are used intentionally on the high performance side as well.

We intentionally use the values on the domestic side. At the high performance level it gets skewed a bit. The idea of winning at all cost is very closely tied to the OTP philosophy and to me it's skewed. It's a slippery slope and we have to be mindful of this. The focus on values is just not as front and centre as it is with our grass roots programming.

The literature suggests that NSOs are susceptible to the dominant values imposed by the funding agencies and over time have changed to reflect these values (Amis et al., 2002). What the findings suggest is that the senior leaders are struggling with how best to navigate these tensions and given the significance of their own sport values, it is unclear how this will be resolved.

Of note, theme 10 (longer-term objectives need to be considered) and theme 11 (clash of the values) were found in those organizations where values are entrenched more intrinsically than the other NSOs. These additional findings speak to the senior leaders' abilities to consider additional information and connect it back to their values in ways that they had not yet imagined.

In closing, this Chapter identified 11 themes that were determined through the data analysis process which were then brought to life through the quotations and stories shared by participants. The three research questions were addressed by reviewing

websites, interviewing 11 senior leaders from 9 NSOs, and taking into account my own personal experience of having worked as a professional administrator and consultant in sport for almost two decades. The findings that were generated through this multiple-case study remind us of the wisdom and knowledge that resides within the community that is being investigated and the importance of values in managing these non-profit sport organizations.

## Chapter V –Summary, Conclusions, and Recommendations

### *Summary of the Research*

This study focused on answering three questions related to the role of values in the management of NSOs and how intentional leaders of NSOs were in managing according to these values. This study was informed by a POS perspective and employed a strength-based approach in investigating the questions and in analyzing the data. The POS perspective offered an opportunity to investigate these questions by inquiring into what worked well within the NSOs and by framing the questions in a manner that brought forward examples of positive deviance. In addition, the findings helped to support additional research on the role and benefits of values in the management of NSOs.

### *Major Findings*

As articulated in the previous Chapter, the major findings of this research include the development of the 4-I framework. This framework may be helpful to NSOs leaders as they consider the process their organization's values undergo and how they might be manifested within their NSO and across their sport. Given that the participants were instrumental in developing the 4-I framework, I believe that this accurately depicts how values progress within their NSO and the role of intentionality in helping them move from one stage to the other. Jean Dupré (*speed skating*) described the impact that the interview had on him. "I think it will help me do things differently even if it's thinking more intentionally about values. I think we're living it. We could do it better – by

listening to my own answers I know that I'm going to do things differently." The findings indicated that NSOs leaders believe their values are important and the 4-I framework may provide a useful framework for them to consider how intentional they want to be.

A second finding that helps us understand how values are identified and then manifested throughout the sport is depicted in Figure 1. The splash 'n' ripple analogy describes the process of identifying values and how these values might be leveraged more intentionally within the sport. Participants found this way of thinking very useful when presented to them during the interviews, which in turn stimulated even deeper thinking on the role and significance of values within their sport. Said Greg StremLaw (*curling*) after considering the splash 'n' ripple analogy: "We want our values to be important because without them, we won't be able to achieve what we want to achieve."

I did not expect the clash between values to be so passionately articulated by four of the participants. The clash between values needs to be addressed more intentionally by funding agents and by members of NSO Boards before the tension escalates. This was identified by speed skating, gymnastics, athletics, and wheelchair basketball, whose leaders have been thinking about this tension perhaps because they are considering their values more so than the other sport leaders. Arguably, these NSOs may be in a state of readiness where this clash is more obvious. In other words, because the leaders know and think about their values in a more intentional manner, the incongruence between the dominant institutional values of funding partners and their own sport's core values is more obvious.

A fourth major finding is the values identified for the NSO are also meant to represent the entire sport. This finding has implications for NSO leaders who are



interested in defining and renewing their organization's commitment to a core set of values. It would be important to clarify if the values are for the national office or for the entire sport. And if the values are meant to be reflective of the entire sport, then the NSO leaders, as the main drivers of the values identification process, will want to consider how to broaden the dialogue to engage the sport's members. Appreciative Inquiry suggests that this process would help to generate awareness and increase support for the organization's values.

A final major finding from my perspective is the desire of participants to learn more about the role of their organization's values. While three NSO leaders suggested that there needs to be a better balance between objectives and values, they questioned how much effort should be invested in this process. Six of the nine NSO leaders made a strong case for continued learning in the belief that this would help to enhance their organization's performance. Developing NSOs' capacity to think about values in a more holistic and integrated fashion will likely result in a more connected and trusting culture. Consider Jean-Paul Caron's (*gymnastics*) comment: "What you're doing here; the research, the facilitation, the risk management ... these are all essential to helping me and sport [organizations] be more effective and efficient and values-driven in our thinking and planning."

As articulated in my sensitizing framework, I was motivated to conduct this research in a way that would be helpful and informative to academics, policy makers, and practitioners. As a result, after reviewing the data and considering how it might be useful to the NSO leaders, I produced this list of seven steps that an NSO can take to live its

values more intentionally and possibly help to diffuse these values more broadly across the sport.

Step 1: Have a conversation with your NSO members on the values you want to see manifested in your sport.

Step 2: Integrate your organization's values within your strategic objectives.

Step 3: Use your values to determine decisions, evaluate performance, and set plans for the future at all levels of the organization.

Step 4: Make the values intrinsic within your NSO by including values into systems, policies, practices, programs, and evaluations.

Step 5: Communicate your values explicitly and showcase your commitment by connecting to initiatives that reflect your values. Declare your commitment to True Sport.

Step 6: Continually invest in your sport's capacity at all levels through a management philosophy that supports both objectives and values.

Step 7: Review and renew your commitment to your values when you undergo any strategic planning efforts.

### *Recommendations for Future Studies*

This study also identified other lines of inquiry worth investigating. For instance, how frequently should the NSO be engaging members in a dialogue on values? While theme 7 (building capacity) emerged as a useful way to encourage the NSO leadership to think more deeply about their values, it remains unclear how frequently an organization should be reviewing and renewing its commitment to its values. Based on the findings, I

believe that aligning the values renewal within NSOs' strategic planning process is worth considering.

An additional area of inquiry is the appropriate balance that is required between achieving objectives and living the organization's values? The MBV triaxial model is an instrument designed to help organizations uncover the best possible values alignment based on a number of variables. Future research could investigate how this model might be useful to an NSO in determining their values profile, thereby using this information to determine how to bring their values to life in tangible, practical, and inspiration ways.

A third area worth exploring includes understanding how incorporating values within NSOs' management approach increases the organizations' performance? Although the literature reviewed suggests that clarity of values can enhance organizational performance, additional research to understand how this manifests itself in the context of an NSO would be of interest to sport leaders and provide them with the evidence they need to substantiate an investment of time and resources in values-based management.

Does the splash and ripple analogy help to explain how values are manifested across the entire sport? And if the values are determined and defined by the NSO without input from members, can the values be lived throughout the sport?

What comes first: the values or the objectives? Evidence from one NSO suggests that a conversation about values first stimulates clarity of purpose and generates increased trust within the sport. This would be compared to the more traditional approach which has organizations identifying objectives and then determining their values. For instance, the Canadian Curling Association is an example of an NSO that has put its objectives first through engaging its members in its review of governance. Speed Skating

Canada is an example of an NSO that has put values first as they began by first considering what was most important to them as a sport. Comparing the two organizations in the future would provide for comparative case studies and shed light on this question.

It would be interesting to explore whether or not engraining values at the intrinsic level helps the organization adapt to changes in leadership. Based on the review of literature and supported by this study's findings, I would put forward that organizations that live their values at an intrinsic or inspirational level are more likely to adapt to changes in the environment and attract new leadership that is supportive of, and congruent with, the core values of the NSO. Further research to disprove or support this observation would be welcomed.

Finally, does the 4-I Framework offer a useful way for NSOs to consider how their values are being lived within their NSO and within their sport? Increasing the sport leader's awareness of the role of values within his/ her organization might provide an important step towards identifying how he/she might more strategically increase his/her organization's cultural capital.

### *Reflections*

The purpose of this study was to increase our understanding of values and how they were managed within NSOs. To date, this topic has received very little scholarly attention within the sport sector and given the increased complexity in the environment, I felt that NSO leaders would offer tremendous insight into the role of values and how these values might be leveraged more intentionally to generate optimal organizational performance.

It should be noted that this research and the way it was conducted was not without its challenges. Although Yin (2003) reminded us that the case study research method is not the easiest to master, he made no comment about the mental health status of a researcher who attempts to analyze and interpret *nine* separate cases. There were a number of important principles that guided my approach. The first was my desire to conduct an exemplary case study. Yin (2003) described the exemplary case study as meeting a number of rigorous criteria including a) ensuring the significance of the case in that they are unusual or are of general public interest and that the underlying issues are of national importance; b) that the case must be complete taking into account the boundaries, the collection of evidence, and was not limited due to constraints (time, budget, access); c) that the case considers alternative perspectives which includes a thorough literature review and being open to interpreting the data from multiple perspectives; d) that the case displays sufficient evidence including documenting data and findings in databases with a view of generating confidence in the reader; and e) that the case is composed in a compelling manner which ‘seduces the eye’ and keeps the reader wanting more. I have attempted to create an exemplary multiple-case study in the hope that it will inspire sport leaders and others to learn from and pursue additional lines of values-based research within sport organizations.

The second principle that guided my work was the care that went into researching and preparing for this study. Given that many of the participants were known to me, I wanted to ensure that it was worth their investment of time. This was by no means a small task as I often wore many hats as I reviewed the data and considered which research methods would best answer the study’s questions. I also acknowledged the trust

that I was afforded and reflected on this throughout the data analysis and interpretation phase of the study. In many cases, I know that the participants shared information with me because they knew me. They also knew they were going to be able to review the transcripts and other findings which increased their level of trust. While all information was incredibly useful in helping me understand in context what the sport leaders were sharing with me, I was always sensitive to the fact that it also placed me in a position of power. Keeping my journal and sharing the notes through member-checking helped ease the burden.

The final principle that helped me navigate this journey was my desire to make a difference in both the academic and practitioner worlds. The gulf that exists between academia and practitioners is a significant one that this study aimed to bridge. By using rigorous methods from the academic world, underpinned by a strength-based theoretical rationale and a desire to learn, I was able to enhance the clarity with which I sought to answer my questions. Including practitioners at all levels of the research design and analysis stages helped to ensure that the knowledge I was generating was indeed a truthful representation of the world into which I was inquiring. Indeed, the simple act of my spending time with each of these 12 participants (including Greg Mathieu as my pilot case) changed the way they think about values and hopefully how they continue to think about the role of values in their NSO. I am deeply grateful to the many participants who provided the data on which these findings were based.

This research has changed me in so many important ways. I was humbled by the opportunity to spend 18 months learning and investigating a subject area that excites me. I walk away from this experience a more learned individual who will strive to employ a

rigorous and disciplined approach whenever inquiring into future areas. I continue to be fascinated by the important role of values and how they might be leveraged more intentionally by sport leaders to help them enhance their organization's effectiveness. The findings within this study will hopefully provide sport leaders and sport researchers with a greater awareness of how to bridge the gap between values inaction and values-in-action. I know that I have.

## References

- Adler, P. S., Forbes, L. C., & Willmott, H. (2007). Critical management studies. In J. P. Walsh & A. P. Brief (Eds.), *The Academy of Management Annals: Vol. 1* (pp. 119-179). Mahwah, NJ: L. Erlbaum Associates.
- Agle, B., & Caldwell, C. (1999). Understanding research on values in business. *Business and Society*, 38(3), 326-387.
- Amis, J., Slack, T., & Hinings, C. (2002). Values and organizational change. *The Journal of Applied Behavioral Science*, 38(4), 436-465.
- Anderson, C. (1997). Values-based management. *Academy of Management Executive*, 11(4), 25-46.
- Argandoña, A. (2003). Fostering values in organizations. *Journal of Business Ethics*, 45(1), 15-28.
- Balyi, I., Cardinal, C., Higgs, C., Norris, S., & Way, R. (2007). *Canadian sport for life: A sport parent's guide*. Retrieved August 31, 2009, from, <http://www.canadiansportforlife.ca/upload/docs/LTAD%20Downloads%20Eng/A%20Sport%20Parent%27s%20Guide.pdf>
- Barrett, R. (2003). Improve your cultural capital. *Industrial Management*, 45(5), 20-24.
- Bell-Laroche, D. (2009). *Linking sport for life with management by values: How values can improve the performance of sport organizations*. Retrieved August 31, 2009, from <http://www.canadiansportforlife.ca/upload/docs/LTAD%20Downloads%20Eng/L>



inking%20Sport%20for%20Life%20with%20Management%20by%20Values%20  
May%2011,%202009%20-%20reduced.pdf

Bell-Laroche, D. (2007). A True Sport environment. Ottawa, ON: Canadian Centre for Ethics in Sport.

Bell-Laroche, D., & Corbett, R. (2008). *Managing by values: A new way of doing business in Canadian Sport – a discussion paper*. Retrieved August 31, 2009, from [http://www.sportlaw.ca/articles/riskmanagement\\_management\\_by\\_values.pdf](http://www.sportlaw.ca/articles/riskmanagement_management_by_values.pdf)

Bloom, M., Grant, M., & Watt, D. (2005). *Strengthening Canada: The socio-economic benefits of sport participation in Canada*. Retrieved August 31, 2009, from <http://www.conferenceboard.ca/documents.aspx?did=1340>

Boucher, R. (1998). Toward achieving a focal point for sport management: A binocular perspective. *Journal of Sport Management*, 12(1), 76-85.

Bragg, D. (2001). Opportunities and challenges for the new vocationalism. In D. Bragg (Ed.), *The new vocationalism in community colleges* (pp. 5-15). San Francisco: Jossey-Bass.

Bush, R. (1992). Survival of the non-profit spirit in a for-profit world. *Nonprofit and Voluntary Sector Quarterly*, 21(4), 391-410.

Bushe, G., & Kassam, A. (2005). When is appreciative inquiry transformational? A meta-case analysis. *The Journal of Applied Behavioral Science*, 41(2), 161-181.

Cameron, K. (2003). Organizational virtuousness and performance. In K. Cameron, J. Dutton & R. Quinn (Eds.), *Positive organizational scholarship: Foundation of a new discipline* (pp. 48-65). San Francisco: Berrett-Koehler.

- Cameron, K., & Caza, A. (2004). Contributions to the discipline of positive organizational scholarship. *American Behavioral Scientist*, 47(6), 731-739.
- Cameron, K., Dutton, J., & Quinn, R. (2003). Foundation of organizational scholarship. In K. Cameron, J. Dutton & R. Quinn (Eds.), *Positive organizational scholarship: Foundation of a new discipline* (pp. 3-13). San Francisco: Berrett-Koehler.
- Canadian Centre for Ethics in Sport. (2004). *The sport we want - symposium final report*. Retrieved August 31, 2009, from <http://www.cces.ca/pdfs/CCES-RPT-TSWWFinalReport-E.pdf>
- Canadian Centre for Ethics in Sport. (2003). *The sport we want – media release*. Ottawa, ON: Canadian Centre for Ethics in Sport.
- Canadian Sport for Life. (2009). *Implementation*. Retrieved August 31, 2009, from <http://www.canadiansportforlife.ca/default.aspx?PageID=1088&LangID=en>
- Cha, S. E., & Edmondson, A. C. (2006). When values backfire: Leadership, attribution, and disenchantment in a values-driven organization. *The Leadership Quarterly*, 17(1), 57-78.
- Cheverton, J. (2007). Holding our own: Value and performance in non-profit organizations. *Australian Journal of Social Issues*, 42(3), 427-436.
- Collins, J., & Porras, J. (1994). *Built to last: Successful habits of visionary companies*. New York: Harper Collins.
- Cooperrider, D. (1990). Positive image, positive action: The affirmative basis of organizing. In S. Srivastva & D. Cooperrider (Eds.), *Appreciative management and leadership: The power of positive thought and action in organizations* (pp. 91-125). San Francisco: Jossey-Bass.

- Cooperrider, D., & Sekerka, L. (2003). Toward a theory of positive organizational change. In K. Cameron, J. Dutton & R. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 225-241). San Francisco: Berrett-Koehler.
- Cooperrider, D., & Srivastva, S. (1987). Appreciative inquiry in organizational life. In R. W. Woodman & W. A. Passmore (Eds.), *Research in Organizational Change and Development, Vol. 1* (pp. 128-160). Greenwich, CT: JAI Press Inc.
- Corbett, R. (2006). 'Form follows function' – *A governance discussion paper for national and provincial sport organization*. Retrieved August 31, 2009, from [http://www.sportlaw.ca/articles/orgdevelop\\_formfunction.php](http://www.sportlaw.ca/articles/orgdevelop_formfunction.php)
- Creswell, J. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage.
- Crutchfield, L. R., & McLeod Grant, H. (2008). *Forces for good: The six practices of high-impact non-profits*. San Francisco: Jossey-Bass.
- Daft, R. (2007). *Organization theory and design* (9th ed.). Saint Paul, MN: South Western.
- Danisman, A., Hinings, C., & Slack, T. (2006). Integration and differentiation in institutional values: An empirical investigation in the field of Canadian national sport organizations. *Canadian Journal of Administrative Sciences*, 23(4), 301-317.
- Deal, T., & Kennedy, A. A. (1982). *Corporate cultures*. Reading, WV: Addison-Wesley.

Deming, W. E. (1993). *The new economics for industry, government & education*.

Cambridge: Massachusetts Sport Institute of Technology, Center for Advanced Educational Services.

Decima. (2002). *Canadian public opinion survey on youth and sport*. Ottawa, ON: Canadian Centre for Ethics in Sport.

Dolan, S., & Garcia, S. (2002). Managing by values: Cultural redesign for strategic organizational change at the dawn of the twenty-first century. *Journal of Management Development*, 21(2), 101-117.

Dolan, S., Garcia, S., & Auerbach, A. (2003). Understanding and managing chaos in organizations. *International Journal of Management*, 20(1), 23-35.

Dolan, S., Garcia, S., & Richley, B. (2006). *Managing by values: A corporate guide to living, being alive, and making a living in the 21st Century*. New York: Palgrave Macmillan.

Dutton, J. E., & Glynn, M. A. (2008). Positive organizational scholarship. In J. Barling & C. L. Cooper (Eds.), *The Sage handbook of organizational behavior: Vol. 1* (pp. 693-712). Thousand Oaks, CA: Sage.

Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550.

Emiliani, M. (2003). Linking leaders' beliefs to their behaviors and competencies. *Management Decision*, 41(9), 893-897.

- Feather, N. (1996). Values, deservingness, and attitudes toward high achievers: Research on tall poppies. In C. Seligman, J. Olson, & M. Zanna (Eds.), *The Ontario symposium: Vol. 8. The psychology of values* (pp. 215-251). Mahwah, NJ: L. Erlbaum Associates.
- Foreman, P., & Whetten, D. (2002). Members' identification with multiple-identity organizations. *Organization Science*, 13(6), 618-635.
- Ghoshal, S. (2005). Bad management theories are destroying good management practices. *Academy of Management Learning and Education*, 4(11), 75-91.
- Gibbs, G. (2007). *Analyzing qualitative data*. London: Sage.
- Ginsburg, L., & Miller, N. (1992). Value-driven management. *Business Horizons*, 35(3), 23-27.
- Goldberg, R. A. (1998). A new lens on mission and vision. *Leadership in Action*, 18(3), 6-12.
- Government of Canada. (1976-77). *Health and Welfare Canada's Annual Report*. Ottawa, ON: Government of Canada.
- Guba, E., & Lincoln, Y. (2005). Paradigmatic controversies, contradictions, and emerging confluences. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (3<sup>rd</sup> ed.). (pp. 191-215). Thousand Oaks, CA: Sage.
- Gummesson, E. (1988). *Qualitative methods in management research*. Lund, Norway: Studentlitteratur, Chartwell-Bratt.
- Hamm, S., MacLean, J., Kikulis, L., & Thibault, L. (2008). Value congruence in a Canadian non-profit sport organisation: A case study. *Sport Management Review*, 11(2), 123-147.

- Hammersley, M., & Atkinson, P. (2007). *Ethnography: Principles in practice* (3rd ed.). New York: Routledge.
- Havaris, E., & Danylchuk, K. (2007). An assessment of Sport Canada's sport funding and accountability framework, 1995-2004. *European Sport Management Quarterly*, 7(1), 31-53.
- Hinings, C., Thibault, L., Slack, T., & Kikulis, L. (1996). Values and organizational structure. *Human Relations*, 49(7), 885-916.
- Hofstede, G. (2001). *Culture's consequences* (2nd ed.). Thousand Oaks, CA: Sage.
- Ifedi, F. (2005). *Sport participation in Canada*. Retrieved August 31, 2009, from <http://www.statcan.gc.ca/pub/81-595-m/81-595-m2008060-eng.pdf>
- Imagine Canada. (2006). *Sport and recreation organizations in Canada*. Retrieved August 31, 2009, from [http://www.imaginecanada.ca/files/www/en/nsnvo/h\\_sports\\_recreation\\_factsheet.pdf](http://www.imaginecanada.ca/files/www/en/nsnvo/h_sports_recreation_factsheet.pdf)
- Imai, M. (1997). *Gemba Kaizen: A commonsense, low-cost approach to management*. New York: McGraw-Hill.
- Kabanoff, B., & Daly, J. (2002). Espoused values in organisations. *Australian Journal of Management*, 27(Special Issue), 89-104.
- Kaipa, P. (2000). Knowledge architecture for the twenty-first century. *Behavior and Information Technology*, 19(3), 153-161.
- Kanter, R. (2008). Transforming giants. *Harvard Business Review*, 86(1), 43-52.

- Kikulis, L., Slack, T., & Hinings, B. (1992). Institutionally specific design archetypes: A framework for understanding change in national sport organizations. *International Review for the Sociology of Sport*, 27(4), 343-368.
- Knoppen, D., Dolan, S., Díez-Piñol, M., & Bell, R. (2006). A triangulation analysis of value congruency in corporate Spain: American dream or Spanish reality? *The International Journal of Human Resource Management*, 17(3), 539-558.
- Kvale, S., & Brinkmann, S. (2009). *Interviews: Learning the craft of qualitative research interviewing*. Thousand Oaks, CA: Sage.
- Lencioni, P. (2002). Make your values mean something. *Harvard Business Review*, 80(7), 113-117.
- Liedtka, J. (1991). Value congruence: The interplay of individual and organizational value systems. *Journal of Business Ethics*, 8(10), 805-815.
- Lipton, M. (1996). Demystifying the development of an organizational vision. *Sloan Management Review*, 37(4), 83-92.
- Macintosh, D., Bedeck, T., & Franks, C. E. S. (1987). *Sport and politics in Canada. Federal Government involvement since 1961*. Montréal, QC: McGill-Queen's University Press.
- McGuire, D., Garavan, T., Saha, S., & O'Donnell, D. (2006). The impact of individual values on human resource decision-making by line managers. *International Journal of Manpower*, 27(3), 251-273.
- Meglino, B. M., & Ravlin, E. (1998). Individual values in organizations: Concepts, controversies, and research. *Journal of Management*, 24(3), 351-389.

- Merriam, S. (1998). *Case study research in education: A qualitative approach*. San Francisco: Jossey-Bass.
- Meyer, C. B. (2001). A case in case study methodology. *Field Methods*, 13(4), 329-352.
- Ministers of Sport. (2001). "Expectations for fairness in sport." *A declaration, enacted by the federal-provincial/territorial sport ministers*. Retrieved June 4, 2009, from <http://www.cces.ca/pdfs/FPT-CCES-LondonDeclaration-E.pdf>
- Mulholland, E. (2008). *The True Sport report: What sport can do*. Canadian Centre for Ethics in Sport. Retrieved August 31, 2009, from [http://www.truesportpur.ca/files/True Sportreport/TRUE SPORT\\_report\\_EN\\_webdownload.pdf](http://www.truesportpur.ca/files/True Sportreport/TRUE SPORT_report_EN_webdownload.pdf)
- O'Reilly, C., Chatman, J., & Caldwell, D. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516.
- Own the Podium. (2010). *About OTP*. Retrieved March 4, 2010, from <http://www.ownthepodium.2010ca/about/>
- Paarlberg, L., & Perry, J. (2007). Values management: Aligning employee values and organizational goals. *The American Review of Public Administration*, 37(4), 387-408.
- Patton, M. (2002). *Qualitative evaluation and research methods* (3rd ed.). Thousand Oaks, CA: Sage.
- Posner, B., Kouzes, J., & Schmidt, W. (1985). Shared values make a difference: An empirical test of corporate culture. *Human Resource Management*, 24(3), 293-309.



- Quinn, R. (2005). Moments of greatness: Entering the fundamental state of leadership. *Harvard Business Review*, 83(7), 75-83.
- Quinn, R. (1996). *Deep change: Discovering the leader within*. San Francisco: Jossey-Bass.
- Quinn R., & Quinn, G. T. (2002). *Letters to Garrett: Stories of change, power and possibility*. San Francisco: Jossey-Bass.
- Radnitzky, G. (1970). *Contemporary schools of metascience*. Gothenberg, Sweden: Akademiforlaget.
- Ravlin, E. (1995). Values. In N. Nicholson (Ed.), *The Blackwell encyclopedic dictionary of organizational behavior* (pp. 598-599). Oxford, United Kingdom: Blackwell.
- Rokeach, M. (1973). *The nature of human values*. New York: The Free Press.
- Sagiv, L., & Schwartz, S. (1995). Value priorities and readiness for outgroup contact. *Journal of Personality and Social Psychology*, 69(3), 437-48.
- Schein, E. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Schuh, A., & Miller, G. (2006). Maybe Wilson was right: Espoused values and their relationship to enacted values. *International Journal of Public Administration*, 29(2), 719-741.
- Schwartz, S. (1992). Universals in the structure and content of values: Theoretical advances and empirical tests in 20 countries. In M. Zanna (Ed.), *Advances in experimental social psychology* (pp. 1-65). Orlando, FL: Academic Press.
- Schwartz, S. (1996). Value priorities and behavior: Applying a theory of integrated values systems. In C. Seligman, J. M. Olson, & M. P. Zanna (Eds.), *The Ontario*

*Symposium: Vol. 8. The psychology of values* (pp. 1-24). Mahwah, NJ: L.

Erlbaum Associates.

Schwartz, S., & Bilsky, W. (1987). Toward a universal psychological structure of human values. *Journal of Personality and Social Psychology*, 53(3), 550-562.

Selznick, P. (1996). Institutionalism "old" and "new". *Administrative Science Quarterly*, 41(2), 270-277.

Shults, C. (2008). Making the case for a positive approach to organizational performance in higher education institutions. *Community College Review*, 36(2), 133-159.

Slack, T., & Kikulis, L. (1989). The sociological study of sport organizations: Some observations on the situation in Canada. *International Review for the Sociology of Sport*, 24(3), 179-199.

Sport Canada. (2002). *The Canadian Sport Policy*. Retrieved August 31, 2009, from <http://www.canadianheritage.gc.ca/pgm/sc/pol/pcs-csp/2003/pol sport-eng.pdf>

Sport Canada. (2007). *The Canadian Sport Policy: Federal-Provincial-Territorial priorities for collaborative action 2007-2012*. Retrieved August 31, 2009, from <http://www.pch.gc.ca/pgm/sc/pol/actn07-12/booklet-eng.pdf>

Sport Canada. (2008a). *Sport Canada contribution guidelines - Funding policies and terms (2009-2011)*. Retrieved August 31, 2009, from <http://www.canadianheritage.gc.ca/pgm/sc/cntrbtn/2009-2011/mso/cont-guid09-11-eng.pdf>

Sport Canada. (2008b). *Sport Canada briefing document for senior leaders' forum*.

Ottawa, ON: Government of Canada.

- Sport Canada. (2009). *National sport organizations*. Retrieved May 6, 2009, from <http://www.pch.gc.ca/pgm/sc/fed/index-eng.cfm>
- Spreitzer, G., & Sonenshein, S. (2004). Toward the construct definition of positive deviance. *American Behavioral Scientist*, 47(6), 828-847.
- Stake, R. (1995). *The art of case research*. Thousand Oaks, CA: Sage.
- The Strategic Council. (2005). *Reasons to believe: Findings from a survey of Canadians on True Sport values*. A report to the True Sport Secretariat. Ottawa, ON: True Sport.
- Trail, G., & Chelladurai, P. (2002). Perceptions of intercollegiate athletic goals and processes: The influence of personal values. *Journal of Sport Management*, 16(4), 289-310.
- True Sport. (2010). *True Sport declarations*. Retrieved March 2, 2010, from <http://www.truesportpur.ca/en/home>
- Van Maanen, J. (1988). *Tales of the field: On writing ethnography*. Chicago: University of Chicago Press.
- Weick, K. (1993). Sensemaking in organizations: Small structures with large consequences. In J. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (pp. 10-27). Englewood Cliffs, NJ: Prentice Hall.
- Weiner, Y. (1988). Forms of value systems: A focus on organizational effectiveness and cultural change and maintenance. *Academy of Management Review*, 13(4), 534-545.

- Whitney, D., & Trosten-Bloom, A. (2003). *The power of appreciative inquiry*. San Francisco: Berrett-Koehler.
- Willis, J. (2007). *Foundations of qualitative research: Interpretive and critical approaches*. Thousand Oaks, CA: Sage.
- Womack, J. P., & Jones, D. T. (2003). *Lean thinking: Banish waste and create wealth in your corporation* (2nd ed.). London: Simon and Schuster.
- Yeh, C. M., & Taylor, T. (2008). Issues of governance in sport organisations: A question of board size, structure and roles. *World Leisure Journal*, 50(1), 33-45.
- Yin, R. (1994). *Case study research: Design and methods*. Thousand Oaks, CA: Sage.
- Yin, R. (2003). *Case study research: Design and methods* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage.
- Youssef, C., & Luthans, F. (2005). A positive organizational behaviour approach to ethical performance. In R. Giacalone, C. Jurkiewica & C. Dunn (Eds.), *Positive psychology in business ethics and corporate responsibility* (pp. 1-22). Greenwich, CT: IAP Publishing.
- Zander, R., & Zander, B. (2002). *The art of possibility*. New York: Penguin.

## Appendix A

Table 4

*Approximate Membership Groupings of 56 NSOs currently funded or eligible for funding from the Government of Canada*

<hr/>		
<u>Very Large</u>		
Soccer	Hockey	
<u>Large</u>		
Golf	Curling	Figure Skating
Baseball	Softball	Gymnastics
<u>Medium</u>		
Tennis	Football	Squash
Basketball	Equestrian	Bowling
Cycling	Canoe/Kayak	Badminton
Athletics	Taekwondo	Cricket
Table Tennis	Field Hockey	Shooting
Rugby	Lacrosse	Sailing
Swimming	Volleyball	Water Ski
Ringette		
<u>Small</u>		
Racquetball	Triathlon	Wrestling
Rowing	Karate	Fencing
Diving	Alpine Ski	Broomball
Speed Skating	Cross Country Ski	Lawn Bowls
Judo	Snowboard	
<u>Very Small</u>		
Synchro	Freestyle Ski	Bobsleigh, Luge, & Skeleton
Archery	Boxing	Biathlon
Sport Parachute	Water Polo	Weightlifting
Boccia (CCPSA)	Blind Sports (CBSA)	Wheelchair Rugby (CWSA)
Plus 4 NSOs for People with a Disability (PWAD)		
<hr/>		

*Notes:* This table was provided by Jan Meyer and Roger Ouellette, two senior sport consultants with Sport Canada, within the Department of Canadian Heritage. These groupings are approximations only. A NSO's membership is not necessarily an indicator of the popularity of the sport from a mass participation perspective. For example, Tennis, Cross Country Ski, and Alpine Ski have relatively low membership numbers, yet these sports are among the most popular participation sports in the country.

Table 5

*Governance Models of NSOs – Board Composition*

## a) Generally a Policy Board (primarily non-representative):

---

Alpine Ski	Athletics	Badminton
Basketball	Bobsleigh, Luge, & Skeleton	Boccia
Canoe/Kayak	Cross Country Ski	Curling
Cycling	Diving	Equestrian
Fencing	Field Hockey	Skate Canada
Freestyle Ski	Golf	Gymnastics
Ringette	Rugby	Softball
Speed Skating	Squash	Synchro Swim
Swimming	Tennis	Triathlon
Volleyball	Water Polo	Water Ski
Wheelchair Sport		

## b) Representative Board with Provincial and Territorial members:

Archery	Baseball	Biathlon
Bowling	Blind Sports	Boxing
Broomball	Cricket	Hockey
Judo	Lacrosse	Racquetball
Rowing	Shooting	Snowboard
Soccer	Sport Parachuting	Table Tennis
Taekwondo	Wrestling	Football

---

*Notes.* This table was provided by Jan Meyer and Roger Ouellette, two senior sport consultants with Sport Canada, within the Department of Canadian Heritage. Above designations do not cover all eligible NSOs. Groupings are approximations, as some Boards are hybrids or in transition.

Table 6

*Sport Designations – Team, Individual, Olympic (O), and Paralympic (P)*

---

**Team Sports**
**Individual Sports**
**Winter**

Hockey O/P  
Ringette  
Broomball  
Curling O/P

Figure Skating O  
Speed Skating O  
Biathlon O  
Bobsleigh, Luge, & Skeleton O  
Freestyle Ski O  
Snowboard O  
Alpine Ski O/P  
Cross Country Ski O/P

**Summer**

Baseball  
Basketball O/P  
Field Hockey O  
Football  
Lacrosse  
Soccer O/P  
Softball  
Cricket  
Volleyball O/P  
Water Polo O  
Goalball P  
Wheelchair Rugby P  
Wheelchair Basketball P

Athletics O/P  
Archery O/P  
Badminton O  
Bowling  
Boxing O  
Canoe O  
Cycling O/P  
Diving O  
Equestrian O/P  
Fencing O/P  
Golf  
Gymnastics O  
Judo O/P  
Karate O  
Lawn Bowls  
Racquetball  
Rowing O  
Rugby  
Shooting O/P  
Sport Parachuting  
Squash  
Synchro O  
Swimming O/P  
Table Tennis O/P  
Taekwondo O  
Tennis O/P  
Triathlon O

Water Ski  
Weightlifting O  
Wrestling O  
Yachting O/P  
Boccia P

---



Table 7

*NSO Groupings by Annual Budget*


---

<u>Large Budget:</u>	Hockey Golf Figure Skating Curling	Soccer Tennis Alpine Ski
<u>Medium Budget:</u>	Swimming Volleyball Rugby Rowing Cycling Speed Skating Baseball Football Yachting Cricket	Basketball Freestyle Ski Diving Canoe/Kayak Snowboard Athletics Equestrian Gymnastics Bobsleigh, Luge, & Skeleton Cross Country Ski
<u>Low Budget:</u>	Ringette Field Hockey Synchro Triathlon Squash Taekwondo Wheelchair Sports Badminton Fencing Lacrosse	Softball Wrestling Water Polo Judo Water Ski Shooting Boxing Bowling Biathlon
<u>Very Low Budget:</u>	Archery Lawn Bowls Broomball Goalball Sport Parachute	Weightlifting Racquetball Boccia Karate

---

*Note.* This table was provided by Jan Meyer and Roger Ouellette, two senior sport consultants with Sport Canada, within the Department of Canadian Heritage. These designations are based on the NSO's annual budget, not the annual contribution provided by the Government of Canada. Within both the Large and Medium categories, there is still quite a range in budgets.

## Appendix B

*Sample NSO website database provides an example of how I interpreted the findings with respect to their website. This document was shared with the NSO leader following the interview.*

NSO: Diving Canada Reviewed November 26, 2009		DOCUMENT ANALYSIS: WEBSITE				
Values Statement		Values used prominently	Member of True Sport	Use of True Sport on website		Comments and Observations
Yes – statement of values was on website		No	No	No		<ul style="list-style-type: none"> <li>No option to go either English or French – default to English first</li> </ul>
Diving Canada review of values by website Section						
Athletes and Coaches						
About Us						<ul style="list-style-type: none"> <li>Your mission, vision and values do not paint a compelling vision for the sport as they are currently articulated. The website is now considered the primary information vehicle that provides a unique and powerful opportunity for organizations to tell their story. I do not see this being reflected in your current site. See what Wheelchair Basketball has done under this section for inspiration – it paints a very powerful narrative.</li> <li>Your vision is your preferred end state and needs to describe a compelling proposition that is hard to achieve but nevertheless inspires people to move towards it. Your current vision lacks emotion and feeling. It feels mechanical somehow.</li> <li>The text under your mandate provides richer detail on</li> </ul>

						<p>how you are and how you work. You may want to consider using this up front.</p> <ul style="list-style-type: none"> <li>• The values section gets to more emotion and gives me a sense of not only what you do, but how you achieve it. There is much more emotion in this part of the site.</li> <li>• I like the guiding principles – I have not seen this in other NSOs. Are they working for you? Do they guide how you do business? How do these differ from your values?</li> <li>• Under staff directory: consider adding photos as they can connect your people to the outside world and put faces to names. Same for Board and Committees.</li> <li>• Can also include a sentence or two about each staff person (see Ringette Canada for example).</li> <li>• I think providing your business documents to the public demonstrates transparency, but there is not a lot of text to set the context. More and more I am seeing an intranet site that offers members with access to all these documents and then the public site would offer some text to describe what kind of information is available via an annual report. Also, your policies are not under this section and they are a very useful way to showcase what you believe in – check out Speed Skating Canada for a way to organize your policies under each of your values.</li> </ul>
Competitions						<ul style="list-style-type: none"> <li>• No text to contextualize the information. How well are you doing at competitions? What stories are emerging? What do you see happening in 2010? What are the stories that surround the competitions? Why would people come to your site? What will keep them coming back? Is there a way to reflect your values in this section? Can you bring them to life</li> </ul>

						more intentionally through the use of images, graphics, and text?
Resources						<ul style="list-style-type: none"> <li>• Diving Canada Awards are under this section and under media as well.</li> <li>• Athletes Manual – wealth of information but consider what you might want the public to see when they visit this section. If you had a member’s only section, you could place all of this information in that section. Social responsibility –what do you mean by this? Are you expecting your athletes to work with these organizations? Does DPC?</li> <li>• Again providing some text to bring this content to life would provide context and help to bring DPC to life.</li> <li>• Some good text at the beginning of your LTAD document. Is there a way to transfer some of this great text to the rest of your site? Some NSOs are including an LTAD specific section – not only for members but also using it as their strategy to engage public, sponsors, etc. For instance, Curling has sold their LTAD to a sponsor. They are using it as a competitive advantage by integrating it into all that they do. This generates consistency of messaging.</li> <li>• Should certification section go under coaching?</li> <li>• Officials section would benefit from some text for outsiders wanting a sense of how your sport is judged, what it takes to be a judge, etc.</li> </ul>
Media						<ul style="list-style-type: none"> <li>• Biographies include picture – first place that I saw pictures</li> <li>• Great to include some photo under the Awards section. It is quite a long section and requires lots of scrolling. Way to minimize this by organizing the data differently. Consider adding some text to tell your recipients how proud you are of their</li> </ul>

						<p>accomplishments. Currently this section is driven by information – I do not get any sense of how proud you are of their recognition.</p> <ul style="list-style-type: none"> <li>• Photos need to be updated – 2007 was last year showcased.</li> </ul>
Sponsors						<ul style="list-style-type: none"> <li>• Consider describing what your current sponsors do for DPC. Bring their sponsorship to life in a way that describes where their money goes, the difference it is making to DPC, your members, and athletes.</li> <li>• Skate Canada has a revolving banner that highlights their different sponsors on their home page for instance. They also do an athlete profile under one of their sponsor's name. Small ideas can bring this section to life and provide added benefit to your sponsors.</li> <li>• Like that you have an Alumni newsletter. Can you tap into this area for marketing and profile purposes?</li> <li>• Do you have a newsletter for DPC – did not find it.</li> <li>• Your Diving 101 would fit nicely in the about us section as it is not really a resource but rather content that provides historical information on your sport.</li> <li>• Spectator's guide is a great resource. If you build an external site, then you will find useful information in there that could be presented in little boxes throughout your site as well as in 'did you know'</li> </ul>
Partners and Links						<ul style="list-style-type: none"> <li>• True Sport not linked</li> <li>• How do you decide what gets linked and what does not?</li> <li>• No text to describe the important role that your Provincial and Territorial Partners play in the development of diving in Canada. See how Athletics Canada has profiled their members on their home page. It is an example of how you can demonstrate</li> </ul>

								your commitment to building relationships with your P/TSOs and clubs. <ul style="list-style-type: none"> <li>• Currently your clubs have more profile on your site (you provide more information).</li> </ul>
Hot Tub								<ul style="list-style-type: none"> <li>• Link is broken</li> </ul>

### General Observations:

- Site is information/document driven and is more for your internal members than for external clients. You may benefit from using this as your platform for your intranet site (members of DPC) and then creating an external site that showcases Diving as a boutique sport that requires courage, stamina, precision, speed, grace, and passion to execute. Pictures, compelling stories, and great narrative will bring your sport to life and provide people with a ‘store front’ that will give them a sense of what diving is.
- Static versus dynamic site. No pictures of athletes on home page, in about us section; no links to video, blogs, or other social networking tools.
- Minimal content – does not bring your sport to life.
- When I think of diving I think of courage, innovation, speed, precision, concentration, accuracy ... these emotions are not conveyed on your site.
- Your language often describes what you will do as opposed to what you are doing. Try to incorporate active tense in your writing to build momentum and a sense of present day action (see mandate for example of this point).
- Font is quite small – might suggest it be bigger.
- Do you have a new media strategy – blogs and other social networking mediums? If not, you may want to consider adding a few of these realizing that capacity is an issue. Check out what Curling does.

## Appendix C

### Interview Guide

#### *Preamble and setting the context*

Thank you for participating in this research study on the use of values within your NSO. I am here to explore how active a role your organization's values play within your NSO. Your organization's values can be described as expression of what matters most. Equally, values are often described as the glue that connects an organization's mission to its vision. According to Rokeach (1973), a well-known researcher in this area, a value is an enduring belief that describes that mode of conduct or a preferred end state. It is essentially an expression of what matters most. A values system is an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance. This interview will further explore to what extent your NSO's management style makes use of your organization's values in an intentional manner. Do you have any questions related to the above?

#### *Questions*

IQ1. How would you define organizational values?

IQ2. How would you define your organization's values?

IQ3. What role did you play in establishing your organization's values?

- a) Are your personal values reflected in your organization's values?
- b) Are any of your personal values inconsistent with those of your organization?

IQ4. Do you believe that organizational values are important in the daily management of your NSO?

- a) If yes, why?

- b) If no, why not?
- c) Can you provide an example and describe the circumstances of your organization's values in action or when you witnessed one of your staff or volunteers living one of your organization's values? Is this a common or rare occurrence? (If required can prompt further by including "to make a decision, resolve a conflict, and prioritize")
- d) What was the personal or organizational outcome of this example?

IQ5. To what extent do you think your NSO is intentionally using its organizational values to achieve its objectives?

- a) If applicable based on answer to above then ask: What would give you reason to believe that your organizational values are being used intentionally?
- b) What kind of ways could your organization be more intentional about how you use your organization's values? (If required, prompt with including values on messaging, incorporating them into decision-making, hiring practices, etc.)
- c) Do you believe that organizational values play a role in shaping an organization's culture, where culture determines and reflects the values, beliefs, and attitudes of its port members? These values and beliefs foster norms that influence people's behaviours.

IQ6. I am curious about your current management philosophy and the extent to which you believe it is taking into account your organization's values.

- a) Can you describe your current management approach? How well would you say your management approach is working?
- b) What are the major issues that your organization deals with on a regular basis? Does your current management philosophy help you manage these issues effectively? Can you provide me with some examples to support your answer?
- c) Can you provide an example of when your organization was functioning at its highest or most optimal state? Do you think this experience is reflected your organization's values? Do you think that your staff and volunteers would echo



your perspective? Can you describe what the internal and external environment was like when your NSO was functioning optimally?

- d) Research by management theorists as well as practitioners is revealing that the 21<sup>st</sup> century has fuelled the drive for fundamental rethinking of organizational structure and operating philosophy, toward a renewal of corporate culture, including evaluating the extent to which organizations are intentionally using their values. Management by Values (MBV) is an approach to management that provides leaders within organizations with the ability to adapt to the external environment by intentionally using their organizational values to help guide decision-making. It is a strength-based approach to management taking into account the organization's values to better help them achieve their objectives. What are your thoughts on this management philosophy? Would you see it applying or being applied to your NSO? (If prompted, include to hire people, to make a difficult decision, to prioritize, to terminate an employee?)

IQ7. In reviewing your organization's website, I noted the following regarding the use of values (share written feedback with participant). What are your thoughts regarding these observations?

IQ8. Do you have any further comments regarding the importance of values to your NSO or anything else we discussed today?

## Appendix D

Briefing document sent to NSO participants who requested more information

### **Backgrounder on Dina Bell-Laroche's Master's Thesis**

*Moving from values inaction to values in action: An exploration of how values can be managed intentionally by National Sport Organizations*

Brock University's Department of Sport Management

Leaders of National Sport Organizations who agree to participate in the Master's Thesis study will contribute significantly to advancing our knowledge of the role values play in the management of an NSO. Sport leaders will be provided with an opportunity to share their views on an issue of growing importance (management of people and the emerging role of values in organizational studies). It is hoped that the data collected will help to shape organizational policy and will provide participants with immediate benefits related to strategic planning, governance, leadership development, and human resource management.

The requirements for participation are signing the consent form, participating in a 60-90 minute interview, and reviewing interview transcripts.

The intent is to not only publish the findings in academic journals and present at conferences, but to also publish a book that shares examples of excellent practices related to the intentional use of values in NSOs.

### **Background**

It can be argued that "leaders and managers are perhaps facing the biggest challenge in history - how to create and maintain successful organizations based on what is equally good for business, people, and society" (Dolan, Garcia, & Richley, 2006, p. 3). Research revealed that values can play an instrumental role in managing the tensions between what is good for the organizations, its employees, and society at large. For instance, a growing number of social and natural crises are making issues that were once considered peripheral (e.g., investment in human capital, environmental sustainability, ethics) become increasingly relevant to everyday management practices (Adler, Forbes,

& Willmott, 2007). Values help to clarify what matters most to an organization by stimulating dialogue and by engaging all people in the process. Values are likened to the glue that connects an organization's mission to its vision and can serve as a platform upon which shared understanding emerges.

Not only affecting for-profit organizations, increasingly turbulent and complex environments have rendered traditional management structures inadequate for competing in the ever-changing non-profit world as well (Bush, 1992). Many of these trends and practices are also likely to be experienced by the 33,650 Canadian non-profit organizations, including the 56 federally funded National Sport Organizations (NSOs) responsible for planning and delivering sport and recreation from the playground to the podium. In response to the rapid changes in the external environment, NSOs will need to more proactively develop strategies to better manage through the increasingly complex environment if they are to remain competitive. For instance, sport organizations face a growing number of performance pressures from the public, the organizations' members, and the government including expectations to increase revenue, attract more members, provide more services, and produce world champions (Yeh & Taylor, 2008). According to Imagine Canada, charitable and non-profit organizations are facing increased competition for public and private funds; a reduction in the number of volunteers; challenges related to the recruitment and retention of competent and qualified employees; and demand for accountability and transparency by government and the public. Researchers have suggested that values can help sport organizations adapt to changes in the environment (Kikulis, Slack, & Hinings, 1992) and as such, the importance of organizational values and how they might be used intentionally in the management of NSOs are worthy of further investigation.

### **Management of values by NSOs**

Since the 1960s, NSOs have evolved considerably. In the early days, NSOs were managed almost exclusively by volunteers who ran the day-to-day operations from their kitchen tables (Kikulis et al., 1992; Slack, & Hinings, 1992; Macintosh et al., 1987). At the beginning of the 1980s, it was felt that a more professional, bureaucratic form of organizational design would better enable the NSOs to meet and achieve the objectives

established by Sport Canada, the federal funding agency (Amis, Slack, & Hinings, 2002). In response to this pressure, over time NSOs adopted a common system or archetype founded on the values of high performance, government involvement, professionalization, planning, rationalization, corporate involvement, and quadrennial planning (Kikulis et al., 1992). These were the institutionally driven sets of values that NSOs were expected to adopt and were reflective of Sport Canada's desire to create a more professional sport system. With the adoption of the Canadian Sport Policy and implementation of LTAD, the Canadian sport landscape has continued to change dramatically over the past decade.

Today, most NSOs have adopted an executive office approach, where staff manages the day to day operations and volunteers provide guidance and support as members of their Board of Directors. This has created a different approach to management within NSOs. Anyone working or volunteering in the Canadian sport system in the last 30 years will understand 'Management by Objectives' or MBO – as this has been the prevailing model for management, and also for rewarding management success, within Canadian NSOs. An organization's success (or lack of it) in achieving stated objectives in turn has a dramatic influence on future funding and the achievement of objectives.

Through the Sport Funding and Accountability Framework (SFAF), government funders asked sport organizations to prepare strategic and business plans to establish objectives, and then evaluated the organization's success on achieving those objectives (Sport Canada, 2008b). While MBO has been a useful model over recent decades and has helped in providing NSOs with a more formalized method of achieving their objectives, researchers suggested that this management practice may be insufficient in today's complex environment. "In order to keep a business functioning well and competing successfully in markets that are increasingly more global, complex, professionally demanding, constantly changing and oriented towards quality and customer satisfaction, a new model is required" (Dolan et al., 2006).

### **An emergent trend: Management by Values**

Management by Values (MBV) is a relatively new approach to governance and organizational practice concerned with developing management systems that are capable of integrating values into organizational strategies, policies, procedures, and programs. Dolan and his colleagues (2006) have written extensively about MBV as a strategic leadership and management tool that can have immensely practical results for organizations. MBV acknowledges the complexity inherent in the environment by helping to focus and harness the often untapped potential of individuals towards an organization's vision. Dolan and his colleagues further postulate that MBV can facilitate the redesigning of the organization's culture along more humanistic lines and enables leaders to emerge. And finally, MBV provides the organization and its leaders with an opportunity to intentionally and explicitly communicate the organization's commitment to living its values. Once embedded into the organization's culture, Dolan and his colleagues postulate that MBV is a process to more effectively leverage organizational resources by placing values at the core of the organization.

MBV seeks to acknowledge the personal values held by individuals, encourages an active dialogue to determine the values required in order for the organization to achieve its vision, and facilitates the creation of a culture that is supportive and reflective of these shared values at all levels of the organization. From a sport organization perspective, research has shown that by being intentional about the use of values, a safe, welcoming, inclusive environment can result (Mulholland, 2008). As such, this study will investigate the extent to which NSOs are intentionally using their organization's values.

### **Approach to Research**

The research design for this study is the multiple-case studies approach. A case study is "an examination of a specific phenomenon such as a program, an event, a person, a process, an institution, or a social group" (Merriam, 1998). Case studies are designed to understand the world of the subject(s) under study and therefore can provide a much richer and more vivid picture of the phenomena than other methods (Willis, 2007). "Case studies illuminate the reader's understanding of the phenomenon under study. They can bring about discovery of new meaning, extend the reader's experience, or confirm what is known" (Merriam, 1998). As very little research has been conducted at the NSO level

with regards to management practices and the use of values, it is believed that this research will help to fill a knowledge gap for practitioners, decision makers, and academics interested in the study of organizational effectiveness.

After consulting with Sport Canada, and based on my own knowledge of the sport sector, 11 NSOs were selected for this study including the Canadian Cycling Association (as the pilot case), Diving Canada, Speed Skating Canada, Skate Canada, Canadian Curling Association, Canadian Soccer Association, Canoe/Kayak Association, Wheelchair Basketball, Swimming Canada, Athletics Canada, and Gymnastics Canada. I was intentionally looking for a good cross section of NSOs including summer and winter; differences in budget, size of membership, governance, and leadership; and a mixture of team and individual sports. I also considered the length of time that the senior leader had been involved with the sport organization. The process includes reviewing the participating NSO's websites, interviewing the senior leader, reviewing the data, comparing the data across all cases, determining patterns and emerging themes, and constructing initial theory related to the use of organizational values in the management of NSOs.

## Appendix D

### Case Study Protocol

A case study protocol details what I will be researching and how I will go about collecting data. It will provide a consistent approach amongst all case study participants and increase the reliability of case study research.

### 1. Overview of the Case Study Project

#### *1.1 Case study purpose and background*

For more information, please review the backgrounder that was prepared and is outlined in Appendix C.

#### *1.2 Case study questions*

For more information, please review the research questions which are outlined in Appendix B.

### 2. Field Procedures

#### *2.1 Interview schedule*

Organization	Location	Interview candidate	Date	Member check – received comments
Canadian Cycling Association (pilot)	Ottawa	Greg Mathieu, CEO	September 15, 2009	Yes
Speed Skating Canada	Ottawa	Jean Dupré, Director General	September 22, 2009	No
Canadian Curling Association	Ottawa	Greg Stremlaw, CEO	October 7, 2009	Yes  Greg also reviewed CCA database and

				noted that he need more information in order to fully understand my interpretation of the data. He found the information portrayed was accurate. Would have wanted more detail on MBV
Canadian Soccer Association	Ottawa	Peter Montopoli, General Secretary	October 14, 2009	Yes – made small edits
Wheelchair Basketball Canada	Ottawa	Wendy Gittens, Executive Director	October 21, 2009	Yes – small edits
Swimming Canada	Ottawa	Pierre Lafontaine, CEO and Mark Hahto, COO	October 27, 2009	Yes (Mark Hahto)
Athletics Canada	Ottawa	Joanne Mortimore, CEO	November 5, 2009	Yes – small edits
Skate Canada	Ottawa	William Thompson, CEO	November 12, 2009	No
Gymnastics Canada	Ottawa	Jean-Paul Caron, CEO	November 19, 2009	No
Diving Canada	Ottawa	Penny Joyce, COO and Mitch Gellar, CTO	December 14, 2009	Yes from Mitch and Penny

### 3. Case Study Questions

The following questions were considered after each case study to help answer the questions as identified in the research purpose. These questions were incredibly useful in keeping me on track with the research questions and to help broaden and build from one case study to the other. As a result, each case study benefitted from the thinking that had



gone into the previous one, and participants were able to reflect their thinking based on a continually evolving thread of information related to the research questions.

*Level 1 Questions (reflections on the interviewee)*

1. Why are values important to this leader?
2. Do they (leaders) feel that they are using values intentionally?
3. Have they reflected this in their interviews through story-telling, anecdotes, examples, language?
4. Do they know their organizational values?
5. Where they comfortable speaking about values?

*Level 2 Questions (reflections on the individual NSO)*

1. What did this NSO tell me about the use of values intentionality?
2. Did anything new come up?
3. Was anything missing from the conversation?
4. Any 'ah ha' moments / revelations?

*Level 3 Questions (reflections on patterns of findings across multiple cases)*

1. Any patterns, themes occur?
2. Am I seeing something across NSOs emerging?
3. What differences am I noticing? Does size matter? Team? History? Winter? Summer?

*Level 4 Questions (reflections on the entire study – taking into account literature or published data)*

1. What does the literature tell me about what I am finding?
2. Are there any surprises?
3. Are there any gaps?
4. Are there any contradictions or consistencies?

*Level 5 Questions (normative reflections about policy recommendations and conclusions that go beyond the narrow scope of the study)*

1. Should Sport Canada be advocating for MBV?

2. Beyond accountancy, do values help with accountability?
3. Does MBV address the gap between espoused and enacted?
4. Does MBV create the kind of culture required to achieve desired results?

#### **4. Analysis**

The analysis included reviewing all the charts that were produced for this research including interviews and the review of website. A thorough review of each transcript was also done, searching for interesting quotations, stories, key words, and counterpoints. Out of this analysis, I was able to determine patterns which then formed broad themes. A theoretical framework to organize my thinking around the role of values within organization is a direct outcome of this research.

As recommended by Yin (2003), my analytic strategy centred around developing a case description which helped to deepen my understanding of each case and then to consider how these findings were emerging across other cases. Specifically I used cross-case analysis to determine the key patterns and emergent themes across the multiple cases. In particular, the use of the multiple-case studies database was a useful tool to capture these thoughts in an organized manner. I first created a database for each case and once I felt that the individual cases were saturated, I was able to review each case for patterns which generated common themes. This back and forth process revealed new insights and added to the rigor and authenticity of the analytic process (Yin, 2003).

#### **5. Reporting**

The reporting of the findings will be separated into key themes with quotations and vignettes being used from individual cases to bring the theme to life. The intent is to have the Chapter reflect the cross-case analysis by building on the key idea, patterns, and themes that emerged through the analytic phase. In this sense, the individual cases “serve only as the evidentiary base for the study and may be used solely in the cross-case analysis” (Yin, 2003, p. 149).

## Appendix F



Department of Sport Management  
 St. Catharines, Ontario, Canada L2S 3A1  
 T: 905-688-5550, Ext. 4989 F: 905-688-4505

[www.brocku.ca](http://www.brocku.ca)

## INFORMED CONSENT FORM

Brock University, Faculty of Applied Health Sciences

Title of Study: *"Moving from values inaction to values-in-action: An exploration of how values can be managed intentionally by National Sport Organizations"*

Student investigator:

- Dina Bell-Laroche

Advisor

- Dr. Joanne Maclean, Associate Professor, Department of Sport Management, Brock University

Committee Members:

- Dr. Joanne Maclean, Associate Professor, Department of Sport Management, Brock University
- Dr. Lucie Thibault, Associate Professor, Department of Sport Management, Brock University
- Dr. Richard Wolfe, Professor, School of Business, University of Victoria

Interviewer: [Dina Bell-Laroche]

Name of Interviewee: (please print) \_\_\_\_\_

- I have been given and have read the letter of introduction by Dina Bell-Laroche, the student investigator for this research study.
- I understand that my participation in this study will involve others National Sport Organization leaders in separate interviews. Each interview will last between 60 and 90 minutes.
- I understand that the purpose of this study is to explore the role of values in the management of NSOs.
- I understand that participation in this study will have no risk or harm than that typically experienced in everyday life.
- I understand that participation in this study is voluntary and that I may withdraw from the study at any time and for any reason without penalty.

- I understand that I may ask questions of the researcher at any point during the research process.
- I understand that I have no obligation to answer questions that I feel are inappropriate.
- I understand that there is no payment for participating in this research.
- I understand that my name, my organization's name, and all information collected during this interview may be cited directly in the final reporting. I understand that I will be given the opportunity to review the transcripts once they have been produced and make any changes I feel will more accurately represent my perspective. I further understand that I will have the opportunity to review any direct quotations that references my name or that of my organization before they are published.
- I understand that the researchers listed on this form will have access to the data.
- I understand that the student researcher will keep written transcripts of the interview for up to two years following the interview.
- I understand that the findings of this study may be published in academic journals and presented at conferences and a summary of the findings will be made available to all participants in the study.
- As indicated by my signature below, I acknowledge that I am participating freely and willingly and I am providing consent to be interviewed.

Participant's signature: \_\_\_\_\_ Date: \_\_\_\_\_

This study has been reviewed and received clearance from the Brock University's Research Ethics Board (File #: 09-003). If you have any questions or concerns about your participation in the study, you may contact Dina Bell-Laroche at 613-591-1246 or by e-mail at [dbl@sportlaw.ca](mailto:dbl@sportlaw.ca). Concerns about your involvement in the study may also be directed to the Research Ethics Officer in the Office of Research Services at 905-688-5550, extension 3035.

Feedback about the use of the data collected will be available throughout the data collection stage and at the completion of the study. Please make your wishes known to the interviewer if you would like additional information that pertains to this research study.

Thank you for your involvement! Please keep a copy of this form for further reference.

I have fully explained the procedures of this study to the above participant.

Student researcher's signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's name and contact information: Dr. Joanne Maclean, Chair, Department of Sport Management at Brock University, 905-688-5550 x 3159



**Brock**  
University

Office of Research Services  
Research Ethics Office  
St. Catharines, Ontario, Canada L2S 3A1  
T: 905-688-5550, Ext. 3093/4076 F: 905-688-0718

[www.brocku.ca](http://www.brocku.ca)

DATE: July 30, 2009

FROM: Michelle McGinn, Chair  
Research Ethics Board (REB) *Michelle K. McGinn*

TO: Joanne MacLean, Sport Management  
Dina Bell-Laroche

FILE: 09-003 MACLEAN/BELL-LAROCHE  
Masters Thesis/Project

TITLE: Moving from values in-action to values-in-action: An exploration of how values can be managed intentionally by National Sport Organization

The Brock University Research Ethics Board has reviewed the above research proposal.

**DECISION: ACCEPTED AS CLARIFIED**

This project has received ethics clearance for the period of **July 30, 2009 to May 31, 2010** subject to full REB ratification at the Research Ethics Board's next scheduled meeting. The clearance period may be extended upon request. *The study may now proceed.*

Please note that the Research Ethics Board (REB) requires that you adhere to the protocol as last reviewed and cleared by the REB. During the course of research no deviations from, or changes to, the protocol, recruitment, or consent form may be initiated without prior written clearance from the REB. The Board must provide clearance for any modifications before they can be implemented. If you wish to modify your research project, please refer to <http://www.brocku.ca/researchservices/forms> to complete the appropriate form Revision or Modification to an Ongoing Application.

Adverse or unexpected events must be reported to the REB as soon as possible with an indication of how these events affect, in the view of the Principal Investigator, the safety of the participants and the continuation of the protocol.

If research participants are in the care of a health facility, at a school, or other institution or community organization, it is the responsibility of the Principal Investigator to ensure that the ethical guidelines and clearance of those facilities or institutions are obtained and filed with the REB prior to the initiation of any research protocols.

The Tri-Council Policy Statement requires that ongoing research be monitored. A Final Report is required for all projects upon completion of the project. Researchers with projects lasting more than one year are required to submit a Continuing Review Report annually. The Office of Research Services will contact you when this form *Continuing Review/Final Report* is required.

Please quote your REB file number on all future correspondence.

MM/an

## Appendix G

### Case Study Database – Wheelchair Basketball Canada (WB)

**Member Checked:** Sent transcripts and was member checked.

**Data are analyzed and interpreted in consideration of the following three research questions:**

1. Are values important in the management of NSOs?
2. To what extent are NSOs intentionally using their organizational values?
3. Are NSO leaders managing by values or employing other strength-based approaches in the management of their organizations?

Concept-Driven Codes			Pattern Emerging/ Building towards themes	Quotations to be included in final report
		Evidence		
<b>True Sport (TRUE SPORT) member</b>	Yes	They have declared their commitment to True Sport.	Being a member of True Sport indicates that the organization is intentionally thinking about its values	
<b>Have established values for NSO</b>	Yes	Same values since those developed in 1996 through stakeholder engagement  Revised continually to ensure they are reflective of current culture and strategic vision	Values are embedded into WB and how they make decisions.  They created a set of values about 5 years ago as part of their first strategic planning process. Recently updated that and reviewed and renewed their values – made them simpler and more reflective of their NSO. Engaged members in this process.	
<b>Values used prominently on website</b>	Yes	Found values statement on site. One of the best examples of lived values on an NSO site. They serve as a source of inspiration. Visual identity and brand reflects their values and this is communicated on their site. Simple words: Who we are, We believe, We dream.	Language, tone and presentation of values are all good examples of bringing values to life. Connect it back to the Canadian Sport Policy specifically. Did not see any mention of LTAD.	

<b>Use of True Sport on website</b>	Yes	True Sport referenced on home page but could be more explicit in why and how they are connecting to True Sport.	WB is a True Sport member and is working to engage its P/TSOs in having them become TRUE SPORT members as well. TRUE SPORT is showcased but not leveraged fully. More could be done to inspire.	
<b>Interviewee knows NSO values</b>	Yes	Wendy knew the values by heart.	Important for values to be known in order to apply them within the organization in an intrinsic and inspirational manner. Otherwise easy to default to personal values.	
<b>Examples of values-in-action</b>	Yes	You provide context for how you make decisions and often refer back to your values in explaining why you have done something	Wendy believes in the importance of using WB values to make decisions.	“For instance, when we hosted the Zone Qualifiers, we held True Sport Awards to acknowledge and recognize our commitment to fair play. The recipients probably received the best prizes and the sponsor loved being associated with this kind of initiative. We had countries that were new to this kind of initiative and it was a great experience for them. We’ll most likely do this again. We used the TRUE SPORT principles to guide the selection criteria but we left it up to them to nominate the athletes. This ties into our vision (around leadership and fair play)”

Data-Driven Codes		Pattern Emerging/ Building towards themes	Quotations to be included in final report
Website Analysis	Values were featured on the website in many places – more so than any other NSO. They provided clarity around their strategic plan, they also were incorporated into their branding efforts and new slogan. They are used and reflective in the writing.		
	Use of True Sport Brand.	<p>Values can extend beyond the foundational documents and can be incredibly useful to frame discussions and ensure consistency in decisions that reflect the voice of members.</p> <p>True Sport provides additional value to the NSO that chooses to publicly showcase the brand. It builds solidarity and gives expression to the organization's commitment to the values that Canadians wanted to see manifested in sport.</p> <p>Values can also inform how a process will unfold – WB walked the talk regarding its values in how it engaged its members in the competition review process.</p>	
	WB policies are reflective of their values.	Making values live within policies, procedures, and systems is a demonstration of systemic integration of values (intrinsic).	<p>"I think when we're dealing with a positive doping infraction and the discipline policy we had to instill on that, that was a simple one. We used our policy to help guide our approach and what process we were going to use but</p>



			<p>our values really provided us with extra value and meaning. They guided how we were going to implement the policy. So it helped to make a somewhat difficult decision much easier. We looked at that situation and the decisions around it were all made but it's important to note that our policies, procedures, and programs are all reflective of our values. So for example our disciplinary policies, conflict of interest, they are grounded to what our values are. They articulate our commitment to our value of ethical conduct. In this case, it was relatively easy."</p>
	<p>Site was information driven and inspirational. "What we do" is communicated loud and clear as is "how we do it."</p>	<p>WB is an exemplar in how we bring a culture to life via the website.</p>	
<b>Data-Driven Codes</b>		<b>Pattern Emerging/ Building towards themes</b>	<b>Quotations to be included in final report</b>
<b>Interviews Analysis</b>	<p>WB structure and approach to values.</p>	<p>Values at the intuitive level are leadership dependent. Migrating towards intrinsic means they are embedded in the systems of</p>	

	<p>Hybrid between representational and policy governance board.</p> <p>Started with a conversation on values as part of its strategic planning process with membership in 2005.</p> <p>First time they had a comprehensive plan and reviewed their mission, vision and values. Lots of people were engaged.</p> <p>Did values renewal in 2009 with membership.</p>	<p>the organization and are more likely to be inculcated into the organization's culture. They are less leadership or individually driven and more likely to become part of the organization's DNA/ culture/ systems.</p> <p>WB offered many examples of having the values inspire – both internally and externally. This was not a deliberate strategy and being more intentional might provide WB with even more ways to inspire others using their values.</p>	
	<p>Senior leadership values need to be congruent with NSO</p>		<p>"I think it's important – we don't think about it too often but I do think it's important for the senior leader to have shared values with the organization. Our staff knows them and uses them for sure. Our Board does as well but to a lesser extent since we only meet a few times a year."</p>
	<p>Definition of values:</p> <p>Described values consistent with interview guide and added some nice language on how they can make a difference.</p>	<p>Common interpretation of what values are is important. If values are collectively defined and agreed upon, then it helps to build relationships and increase people's knowledge of roles and responsibilities.</p>	<p>"They describe the way we function and move towards our vision. They connect our mission to our vision and they represent the core of WB messages to our members, to the public and they are the touchstone to test the quality of our actions and decisions."</p>
	<p>Different stages of organizational readiness related</p>	<p>Also important to define the different stages of maturity with</p>	

	to values exist	<p>regards to values within the sport.</p> <p>Values that live at the intuitive level provide insight and guidance to the senior leadership within the organization – most often dependent on senior leadership.</p> <p>Values that are held at the intrinsic level can be defined as system-wide. Values are known throughout the organization and are seen as universally shared values.</p> <p>Values that are used to inspire would be outwardly focused and NSOs would be confident that they were able to walk the talk related to the values they preach and those that are practiced.</p>	
	<p>Engagement of members on sport-wide values</p> <ul style="list-style-type: none"> <li>• They came about through a stakeholder engagement process back in 2005 as part of strategic planning process.</li> <li>• Reviewed mission, vision, and values with membership.</li> </ul>	<p>Engagement leads to building relationships which creates trust. Once trust is in the marketplace it's easier to focus on getting the job done. This is also key to getting alignment and coordination actions within the sport.</p> <p>Started with a conversation on values – it was their beginning point and not an outcome of the process.</p> <p>Form followed function which followed motivation for being.</p>	
	Frequency required to think about values	<p>Not clear about frequency at this point but I suspect that aligning this within the strategic planning process and annual reviews might be a good strategic move with fuller values renewal processes scheduled every 5-7 years based on what other sports are doing and what the research reveals.</p>	
	Impact of values on the organization	<ul style="list-style-type: none"> <li>• Refer to them when making decisions.</li> <li>• Provide enhanced clarity</li> <li>• Connects people to a common purpose</li> <li>• Useful when problem-solving or engaging in a new initiative</li> <li>• Embedded in their policies</li> </ul>	<p>"I know our members also feel that values are very important. We do refer often to them when making decisions or starting new initiatives – they are often referred to. If we're moving into a new area – we look at our values to see how things fit in – our</p>

			<p>strategic plan maps out the what and our values help us with the how. We try to link and integrate it into our plan and mesh it with our mission and vision. Our values really help us with the 'how'. Our structure mirrors our plan so people are in positions to report against what we said we were going to do, as well as our Board and committee structures."</p>
	<p>Use of values in daily management of NSO</p>	<p>Yes and the values live at an intrinsic level. They inform much of WB business.</p>	<p>"They play a pivotal and vital role in the decisions we make and in the culture we have in the office. It shapes the attitudes of our staff. So if there's a problem or issue, and you're making those tough decisions, if your decisions are based on the values that you have within the organization, you can rationalize why you are making that decision and you have a solid foundation of shared values to base your decision on. It simplifies the process</p>

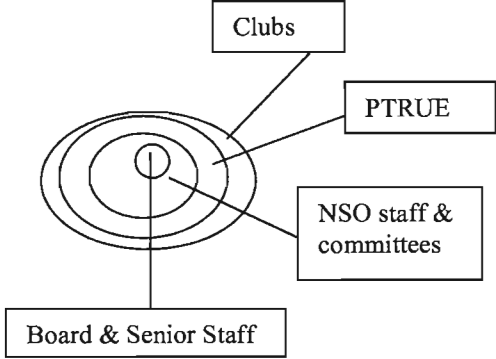
	<p>Ways to make your organization be more intentional in using values.</p>	<ul style="list-style-type: none"> <li>• Integrating it within the systems of the organization</li> <li>• In communications (source of inspiration) they are doing this now sporadically but can be more intentional about using their values.</li> <li>• Use of True Sport brand.</li> <li>• Engaging members in True Sport.</li> </ul>	<p>for sure. I think that is reflective of how we manage.”</p> <p>“Even for our membership, it’s easier to promote our values – but there is more communications and messaging we can do around it. True Sport is a great vehicle to bring your values to life and a great resource for that. We are encouraging our members to become TRUE SPORT members. We have our new name and logo and our entire brand strategy is reflective of our values. That’s an opportunity now to connect it deeply with our communications strategy ... it’s really about having it top of mind. We do connect back with True Sport around events but there are more chances for us to be deliberate. We have a great staff person who connects True Sport with this at the programming level.”</p>
--	--	--	---

	Where is WB currently with regards to intentionally using their values	<p>WB is operating with values at an intrinsic level and are often used to inspire. Values are used by the board and staff to make decisions, prioritize, resolve issues, weigh options, and undertake an initiative.</p> <p>They manage by both MBO and MBV. Sense that values play in incredibly important role and have framed the how and the what.</p> <p>Staff remains at WB or when they leave they come back.</p>	<p>“We have the same staff and we have people coming back. We have a culture that brings people back.”</p>
	Relationship amongst values	<p>Surfacing here that there may be a tension between the values – they may actually be competing with each other. Particularly those that represented excellence (high performance) and the value of sport is an apprenticeship for life. Easier for the value of excellence to dominate as it’s what is being funded primarily (OTP, COC, Sport Canada). LTAD is a useful framework and tool to help WB maintain a balance amongst the values.</p>	<p>“We intentionally use it within our domestic programming. At the HP it gets skewed a bit. We tried to be intentional and with the direction were HP sport is going; with the emphasis on results based outcomes and the introduction of OTP, I don’t think we’re as intentional or deliberate as we could or need to be. The idea of ‘winning at all cost’ is very closely tied to the Own the Podium philosophy and to me it’s skewed. I’m not sure what the outcome is yet because it’s still relatively new – the whole focus on performance. I think there’s a danger of a slippery slope and we have to be mindful of that. It’s (focus on</p>

			<p>values) just not as front and centre as it is with our domestic and grass roots programming. On the HP side, values take a back seat – where are they? I know they're there where we have control in our selection process over things we have control over. It's a challenging one. So the HP policy reflects our commitment to our values. The challenge is getting it down to a level of programming and culture. In a framework that focuses exclusively on results, there's a tension that arises between what and how. OTP is managing by objective and we are trying to also balance how we get there (MBV), how do we reconcile the two."</p>
	<p>Current management philosophy is driven by the values and by meeting objectives.</p>	<ul style="list-style-type: none"> <li>• Values are embedded in WB systems and structures.</li> <li>• They are reflected in their policies and in fact their policies are organized around their values.</li> <li>• Invest in using values within the national office but also</li> </ul>	

		using them to inspire P/TSOs and clubs. Examples of this would include the WB values card; the risk management workshop; the MBV information session with Branches and Board;	
	Major Issues/ Items	<ul style="list-style-type: none"> <li>• Dealing with the tension between high performance and participation</li> <li>• Sense of entitlement from some HP groups</li> </ul>	
	Describe a time when WB was functioning at its highest state: optimal performance	<ul style="list-style-type: none"> <li>• Not sure we are there yet but leading up to Athens was a great example.</li> </ul>	
	Is MBV being applied within the WB?	<ul style="list-style-type: none"> <li>• Yes are using their values at an intrinsic level.</li> </ul>	<p>"I see it being applied. I would like to be more deliberate when I'm asked this question that this is a management philosophy that we embrace. I still think I could learn more so I'm enabled more that it's a part of my philosophy."</p>
<b>Journal analysis</b>	WB lives their values at an intrinsic level.	<p>Evidence of making the values intrinsic to the organization) includes:</p> <ul style="list-style-type: none"> <li>• Having them known by staff and volunteers</li> <li>• Embedding them within strategic planning framework</li> <li>• True Sport Award at international competition</li> <li>• Referring to them daily when making decisions.</li> <li>• Have capacity to communicate using them</li> <li>• Commitment to build capacity within leadership to think more deeply about how values can make a contribution (participating in RMP and considering MBV workshop)</li> <li>• Values renewal is an important part of the process – reconfirming that these values are important, ensuring that they are reflective of the current landscape, engaging</li> </ul>	



		<p>members in a dialogue, and investing in people to think about incorporating them more intentionally.</p> <ul style="list-style-type: none"> <li>• Use of True Sport</li> <li>• Embedded into policies</li> <li>• Promoting values on website and using it to frame their branding process</li> </ul>	
	<p>The impact of values can be described as rock being dropped into a pool of water and making a series of circular ripples as it extends beyond the initial splash. The splash and ripple effect of values analogy works with the NSOs.</p> <p>The closer to the splash, the stronger the values resonate and are lived. On the outside circle – further away from the splash it becomes more challenging to communicate the importance of shared values and the impact they can have on culture and on achieving objectives (separate strategy required to communicate values to different stakeholders perhaps)</p> <p>NSOs can be represented in a series of circles.</p> 	<p>Before leaders of the NSO can think about extending the values beyond the national office, it is important for them to walk the talk and to think about how the values make a difference to, and within, the sport.</p> <p>The ‘splash and subsequent ripple effect’ can be described as follows:</p> <ul style="list-style-type: none"> <li>• WB national office and in particular the leadership (Board of Directors and Executive Director) are often closest to the initial splash point as they are the ones who lead the discussion on values, in this case the ends, and are using them more intentionally when making decisions.</li> <li>• As you extend out to the national office (staff) the impact of values is less but nevertheless would be transferred by Wendy and other senior staff as she believes in and uses the values that she sees reflected in the ends regularly.</li> <li>• Extending even further to the P/TSOs, the values at this level are lived more intentionally at the AGMs, during committee meetings where the language of TRUE SPORT and WB values is now introduced. Opportunity here for values to make a real difference within the P/TSOs and clubs by using WB values intentionally as a means of INSPIRATION could extend their impact significantly. Currently, the P/TSOs and clubs may not know and speak to the WB values. Opportunity for WB to continue to invest in them at various levels within the organization.</li> <li>• Again the opportunity to inspire clubs could be done so by communicating the values in a more intentional manner.</li> </ul>	

	Organizations that have included values as part of their framework in a more embedded way can more likely think about intentionality than those that have them separate from this exercise.	I would expect that when Wendy leaves the organization the values will continue to be manifested throughout as they are intrinsic to the organization and not held simply intuitively by senior staff.	
	NSO leaders rarely spend time thinking about their personal values.	<p>If there is lack of clarity around the CEO's personal values then there is room for problems to surface in terms of lack of congruence, lack of clarity, lack of fit. Research is supportive of the idea that in the absence of publicly stated values then people default to their own personal set of values. If there isn't clarity on what those are, then people are at risk of operating in a way that may or may not be consistent with the organization's values.</p> <p>This is an important observation worth mentioning and supports literature reviewed into the importance of people and organizational values congruence.</p>	
	Integrating both MBO and MBV – not either or. Important to keep the language of objectives/ ends.	<p>Key is to think long-term, to have a strategic framework in place, and leadership that supports this to have values play a more intentional role.</p> <p>Leaders of NSOs who are in a state of readiness to think more deeply about their values will benefit from this work and also will need to have it presented as a holistic approach that includes objectives and values.</p>	

## Appendix H

## Multiple-Case Study Database

## Multiple-Case Study Database of NSOs– February 6, 2010

MULTIPLE CASE STUDY THEMES			
Supporting data	Multiple-Case Study Patterns	Multiple-Case Study Themes	Quotations, vignettes to be included in final reporting
<i>Theme1: Values defined by the NSO leaders are for the entire sport, not just the national office</i>			
<ul style="list-style-type: none"> <li>Remarkable congruence between the participants interpretation of what values meant to them.</li> </ul>	<ul style="list-style-type: none"> <li>Consistency of how people define values is important.</li> <li>Values are enduring beliefs; they provide a constant in a somewhat complex environment. They are expressions of what the organization stands for. They are not operating practices or program strategies.</li> <li>Liked the idea of framing values as things that matters most to the organization and specific traits and qualities that we put an emphasis on</li> <li>All participants indicated</li> </ul>	<p><b>Values are for the sport not just for the NSO</b></p> <ul style="list-style-type: none"> <li>Need to define what each value means to the organization to ensure shared understanding amongst members.</li> <li>In the absence of shared publicly held values, the values of the CEO dominates throughout the organization.</li> <li>Key is to think long-term, to have a strategic framework in place, and leadership that supports this to have values play a more intentional role.</li> <li>NSOs who are in a state of</li> </ul>	<p>“I think values can help to generate learning organizations who can adapt in real time.” Stremlaw</p> <p>“We identified them – there’s a big difference. Maybe uncovered what lived here naturally in the community. So there isn’t a cultural shift required. However maybe it’s a way we understand our identity more clearly.” Gellar</p> <p>“I think that there are certain trends or organizational fads that seem to take hold and resonate within a community that I don’t necessarily subscribe to. So, in our community these are the values that we raised that encapsulate the general sense of</p>

	<p>that the values represented the sport and not the national office.</p> <ul style="list-style-type: none"> <li>• Engaging beyond national office is being manifested within many NSOs at some point in the determination of the values especially since they are being described as values FOR the sport.</li> <li>• Values are principles by which the organization is guided to achieve the desired results. So in saying that, I guess you are using values to achieve results, you use values as a standard business practice for people within your association or staff or volunteers to use as their guideline to achieve results.</li> </ul>	<p>readiness to think more deeply about their values will benefit from this work and also will need to have it presented as a holistic approach that includes objectives and values.</p> <ul style="list-style-type: none"> <li>• Values can help organizations better achieve their results.</li> <li>• Values are the soul of the organization.</li> <li>• Values can be defined as a practice of uncovering and identifying what lives naturally within the organization.</li> <li>• Values were identified by all as being for the entire sport and not just their national office</li> </ul>	<p>what diving is all about. But I think the community also runs around with different beliefs on how we should operate and that's a different thing. And that gets a little bit confused with values as well." Gellar</p> <p>"I think the value has to be enduring and it has to be embedded within the culture of the organization. They also have to extend beyond the organization – values really reflect the soul of the organization." Hahto</p> <p>"Values represent what matters most to us and how they can guide our decisions. JD"</p> <p>"I think we need to have shared understanding of what the values are. We need to be very careful to ensure that our people share these value statements and that they understand what they mean. I think the values provide a strong foundation and help people to respect the decisions that were made, even if I disagree with the outcome." Hahto</p> <p>"They enunciate the way we wanted to conduct our business. They need to be easy to understand and easy to apply. They need to be meaningful to staff." Thompson</p> <p>I don't know if we have 100% definition of what our values are. A year and half ago we put together a strategic plan which defined many things and I believe that out of the strategic plan we would say that our organization values the growth and</p>
--	--	---	---

			<p>development of soccer in this country. And by way of the CSA, the CSA is the conduit to run the sport in our country and there are many ways to do this. But at this point, we don't have a clear sense of the values we might need to achieve that." Montopoli</p> <p>"It would be nice to be able to go back and refer to these values as we plan, think, and decide which we don't always do. We might be doing it but it's not intentional." Caron</p> <p>We had a discussion in the office with staff and we had a discussion to see if we could narrow them down to reflect the core way of being at SNC. We brought this to our Board and then we presented to our membership last year at our AGM as a mid-term report. Our goal was to get them down to five. It was an open presentation and we had lots of dialogue with our members and our first part was a discussion on values. If we had more than 5 values, I believe that people wouldn't remember them. And if you don't remember them, it's hard to live them." Hahto</p> <p>"We went through an interesting process. It used to be a top-down approach and it never worked. So I met with the manager level (below senior leadership team) of staff and we used the work that started at the risk management session we went through. I had given them some themes that I felt were important and they wanted</p>
--	--	--	---

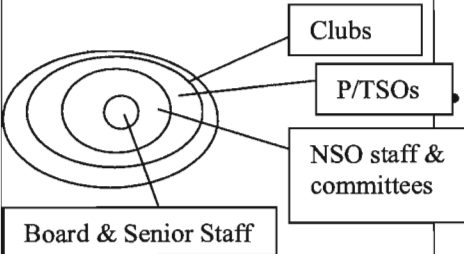
			<p>a set of core values that they could refer to day to day. I asked them if they felt values would be helpful because I felt we were drifting a bit and they indicated that they would be. We were hoping to develop a full plan for the organization that includes our strategic plan and the first round was developed here and took it to the Board and EC for additional input. That worked well. We then developed our operational plan our strategic priorities in order to achieve it. Then we were going to layer on our core values to have them guide how the staff would do its work. And they could then see how this ties into the strategic operation of the organization. We wanted to give them a full understanding of the organization to help remove the silos that naturally occur. This helped to give them a grounding that would explain why I'm doing this and how I might approach this. So the people drove the process. We gave them some timelines and some capacity from our HR person which helped. They came up with the 5 core values and they engaged the staff below them and broke the entire office into 5 groups and they then took their value and created a descriptor of the value and presented it at a day session for all staff. It worked brilliantly – they all came up with very creative ideas to bring the session to life – movies, posters, skits, game show. It fostered healthy competition amongst the staff and there was a buzz that was generated and team spirit. We put it back to the staff again and asked them what they</p>
--	--	--	--

			wanted to do to make them live within the organization. How do we keep the enthusiasm alive – they came up with suggestions like laminates, putting them on the walls, employee recognition process, signage in the lobbies, on the website, screensavers, programs. So we're in the process of incorporating that now." Thompson
<b>Theme 2: Values are foundational</b>			
<p><b>Getting your house in order according to the NSOs state of readiness</b></p> <ul style="list-style-type: none"> <li>• NSOs need to have their house in order before thinking more intentionally about their values. This is happening differently amongst NSOs who have all migrated towards a PG model.</li> <li>• CCA values the PG model and will likely engage members on values once the structure and ends are completed rather than begin with the values or incorporate them intentionally in the process.</li> <li>• CSA is driven intuitively by the CEO's personal values which supports that in the absence of publicly stated values, people defer to own individual values and the dominant set is promoted by the senior leaders. Looking to engage his membership in the governance review</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporated values within foundational documents (athletics, speed skating, swimming)</li> <li>• Engaged members in dialogue on values (3 out of 9) – SSC , WB and AC</li> <li>• Planning on engaging members on the values (CCA, CSA, Skate Canada)</li> <li>• Unsure about whether to engage members on values (DPC)</li> <li>• Engaged membership in values renewal (2 out of 9) every 5-7 years – SSC and Athletics</li> <li>• Engagement on values with members can be used to inspire. While this was not the purpose of the research, it is a hypothesis worth further exploration.</li> </ul>	<p><b>Values are part of the foundation</b></p> <p>Getting your house in order implies that each NSO may be in a different state of readiness related to incorporating their values more intentionally:</p> <ul style="list-style-type: none"> <li>• Inclusion of values within NSO's strategic framework is a critical component to having the value live more intentionally within sport. This process is inwardly focused on the NSO (values live within the intuitive level) and paves the way for the NSO to begin to think about moving toward the intrinsic level.</li> <li>• Engagement of members on values begins to entrench the values within the culture of the sport and moves them toward becoming a source of inspiration. It does so by building relationships and moves the sport towards alignment of purpose – this is</li> </ul>	<p>"I think it's critical to embed your values into your plan so it impacts the culture and the way we think and act. That way when new people come in, they are affected by the values. Our organization fell apart in 2001 because we didn't have systems in place for succession planning." Mortimore</p> <p>"Our values are embedded at all levels of our planning now. It gives the staff a sense of what they're doing and how it contributes to the achievement of the entire organization." Thompson</p> <p>"I believe in MBO – I've witnessed the difference it can make to an organization. The strategic plan is the basis – a map and compass if you will that provides an organization with a framework to move towards its purpose. In our case, our values are part of this framework. I think our values are represented well by 'how we do business here' and it's in our 'cultural DNA'. Our org. fell apart in 2001 and we didn't have a system in place to deal with things. I believe we were intentional in how we tried to transfer our values into our</p>

<p>process.</p> <ul style="list-style-type: none"> <li>• AC engage their members in a conversation on values as part of their planning process – it was embedded in their approach.</li> <li>• SSC began with a conversation on values which then informed how they were going to structure themselves, how they would go about setting their objectives and the systems they needed to achieve their end purpose.</li> <li>• SC engaged its staff in determining the values for the sport and is now looking to extend this to Board and Sections and clubs.</li> <li>• Incorporation of values within foundational documents and strategic framework lays the foundation for values to become used more intentionally.</li> <li>• System-wide engagement on values for sport is a way to engage members in the process thereby increasing the relevance of the values but also builds relationships between the different layers of the sport (Board- Staff of NSO to P/TSOs to clubs)</li> </ul>	<ul style="list-style-type: none"> <li>• Both SSC and Athletics are examples of NSOs who were in a state of crisis when they embarked on a journey to better organize their sport. This included system-wide engagement on values. What this indicates is that values can be helpful to clarify and connect –especially in moments of crisis.</li> </ul>	<p>a longer-term process which requires a strategic commitment to incorporate values in an intentional manner. Given that the NSOs have indicated that the values are for the sport and not for the national office, engaging members in a discussion appears to be a smart strategic move which is supported by the literature (AI)</p> <ul style="list-style-type: none"> <li>• Adoption of a different governance model or re-structuring is an example of what the NSO values. Both Soccer and CCA are good examples of that.</li> <li>• Tendency to have this exercise be top down driven. What we know from the literature and a few of the NSOs participating in this study is that if the values are meant to represent the sport, then providing members with an opportunity to participate in the dialogue, increases their chances of living them and valuing them.</li> </ul>	<p>system through the use of MBO. We've aligned our planning with the Canadian Sport Policy and this has helped us organize our thinking around what the Canadian sport system values. I really like how we can now think about embedding our values in a purposeful fashion with the examples you gave around employee review, linking it to the plan, and thinking about our outcomes." Mortimore</p> <p>"It really shouldn't make a difference who's leading the organization if you have a plan in place and the systems to support them. They are your security blanket so that if a CEO comes in that isn't aligned with the way of doing business, it safeguards the organization. Putting in place a process that reflects your values does just that. I can totally buy into the idea of MBV now because I see myself in the values and how it ties into our plans and objectives." Mortimore</p> <p>"We don't have a values statement but I do see them (values) manifested in all that we do and in how we operate and govern our sport. GS"</p> <p>"People saw themselves in the process which is critical in any change program. JD"</p> <p>It gives the staff a sense of what they're doing and how it contributes to the achievement of the entire organization. Our values are embedded at all levels of our planning now. WT"</p>
---	--	---	--



<b>Theme 3: Splash 'n' ripple</b>			
<p><b>Values are used more at the NSO level</b></p> <ul style="list-style-type: none"> <li>The impact of values can be described as rock being dropped into a pool of water and making a series of circular ripples as it extends beyond the initial splash. The splash and ripple effect of values.</li> <li>The splash and ripple effect of values. The closer to the splash, the stronger the values resonate and are lived. On the outside circle – further away from the splash it becomes more challenging to communicate the importance of shared values and the impact they can have on culture and on achieving objectives (separate strategy required to communicate values to different stakeholders perhaps)</li> </ul> <p>NSOs can be represented as follows:</p>	<p>Before the NSO can think about extending the values beyond the national office, it's important for them to walk the talk and to think about how the values make a difference to and within the sport. The 'splash and subsequent ripple effect' can be described as follows:</p> <ul style="list-style-type: none"> <li>National office and in particular the leadership (Board and CEO) are often closest to the initial splash point as they are the ones that lead the discussion on values and are using them more intentionally when making decisions.</li> <li>As you extend out to the national office (staff) the impact of values is less but nevertheless would be transferred by the senior leaders as they believe in and use the values regularly.</li> <li>Extending even further to the P/TSOs, the values at this level are felt only fleetingly – perhaps at AGMs, or at committee meetings which may or may not introduce the language of AC values. Opportunity here for values to make a real difference</li> </ul>	<p><b>Going deep and wide intentionally</b></p> <p>Also important to define the different stages of maturity with regards to values within the sport.</p> <p>Values that live at the intuitive level means they provide insight and guidance to the senior leadership within the organization – most often dependant on senior leadership.</p> <p>Values that are held at the intrinsic level can be defined as system-wide. Values are known throughout the organization and are seen as universally shared values within the organization.</p> <p>Values that are used to inspire would be outwardly focused and NSOs would be confident that they were able to walk the talk related to the values they preach and those that are practiced.</p>	<p>“Yes – it's intrinsic in all we do. Inclusiveness is part of our sport. In response to the idea that values are inactive, intuitive, or intrinsic, I believe that we operate at all 3 levels as described in the circles above. For instance, at the staff level, I believe we are more intentional as all new staff members go through our plan and they are exposed to AC values as part of that process. I would say though that although our staff might not know the values by heart and recite them word for word. I think they could describe how we do business here for the most part. They do know the strategic drivers though by heart (they are on the front page of the website so signal their importance). At this point, I would say our values are reflected in our plan – they are embedded in what we do. I see it as a holistic approach to management.”</p> <p>Mortimore</p> <p>“We had a staff meeting and somebody brings up this project that we want to put together for the Games for the parents. And we want to sell tickets and somebody says well why don't we try to make money on those tickets? And someone else says is that what we're about? Making money on the backs of our parents and our athletes. And no this is not what we are about. But I don't think we said let's review our values before the meeting to remind ourselves of</p>

	<p>using values intentionally as a means of INSPIRATION could extend their impact significantly.</p> <p>Finally, values experienced at the membership level or in clubs would be done so accidentally. There is no intentional effort yet to communicate these values, to use them to engage clubs or to engage members beyond the initial dialogue on “are these the values we need to achieve our vision”. Again the opportunity to inspire clubs could be done so by communicating the values in a more intentional manner.</p>		<p>what they say. We don’t say it at the staff level. But at the Board level it’s more embedded and we have a tendency of saying that this is in line with our values but not at the staff level. It’s more intuitive at the staff level.” Dupré</p> <p>“We are using values as the standard against which we set our operations every day. For everyone in our organization they have them as an anchor point for their work and for what and how we do it.” Thompson</p> <p>“It might also provide us with an opportunity to engage them in a conversation around values and the importance of promoting them to their members. I would love that these 5 values are up in every club. They would be totally adaptable for all clubs.” Thompson</p> <p>“Yes, I do. Everybody here would say yes. But we are doing so unintentionally. I want people to be more aware of the values, that we are respecting them when we think, operate and decide. Even if it’s happening, I think it’s important for people to reflect on them when they decide. Especially at a strategic or planning level. Sometimes it’s hard to do on a day to day decision-making process or on the spot. You’re not going to go back and look at your values. If you do it at the planning level it becomes easier then to apply it every day.” Caron</p>
---	--	--	---

**Theme 4: Senior leaders strongly believe in their NSO's values**

<p><b>Role of senior leadership</b></p> <ul style="list-style-type: none"> <li>• Senior leaders are critical in reflecting the organization's commitment to live the values.</li> <li>• 9-11 clearly believed this to be of utmost importance to the well-being of the organization.</li> <li>• 9-11 indicated that they incorporate values into their management approach</li> <li>• 11 of 11 indicated that the CEO needed to believe in the organization's values.</li> <li>• If there is lack of clarity around the CEO's personal values then there is room for problems to surface in terms of lack of congruence, lack of clarity, lack of fit. If there isn't clarity on what those are, then people are at risk of operating in a way that may or may not be consistent with the organization's values.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior leader is the quarterback – if they believe in championing values, then the NSO reflects that commitment and belief.</li> <li>• If the senior leader does not believe in the organization's values, they should not be in that position.</li> <li>• Leaders may want to invest in their own knowledge of the important role values can play in managing their organization. Without congruence between personal and organizational values, problems can arise as indicated in Hamm's research into the importance of people and organizational values congruence.</li> </ul>	<p><b>Senior leadership is the quarterback</b></p> <ul style="list-style-type: none"> <li>• Senior leadership is critical to making the values live more intentionally within the organization – especially if the values are inactive or lived intuitively. Once the values move towards intrinsic and are used to inspire, the values transcend the individual and live within the culture's DNA.</li> <li>• Senior leaders need to invest in their own capacity to ensure they increase their self-awareness of their own values so they can work towards system-wide alignment and congruence for the sport.</li> </ul>	<p>"I think it's of utmost importance for my values to be congruent with that of AC's – especially in a sport organization because it's beyond a job. If your values are not aligned with that of the organization's you're in the wrong position. It's fundamental." Mortimore</p> <p>"It's critical for these (values) to be congruent because if they weren't reflected and I didn't like the values that I saw, I would leave the organization." Stremmlaw</p> <p>"It should not be people dependant. It should not just reflect the CEO's values because they come and go. But if the organizations values are up and down because of the people in charge, then I think it's a weaker organization." Lafontaine</p> <p>"I don't know how much time I spend thinking about my personal values. Clearly a lot of my values are embedded within the organization. Sometimes I think people take that for granted. I guess I feel fortunate that I don't feel complacent – I value hard work, commitment, communications, consultation. Sometimes when I'm up at 2 AM I have to take a step back and ask myself: 'hold on here, I don't think it's a value of the organization to burn me out,' so I need to strike a better balance that would be reflective of the organization." Stremmlaw</p>
---	--	---	---

			<p>“It’s so important for the leadership to be invested in the values – if we want to feel that we belong to the organization, we need to fit within its values structure.” Dupré</p> <p>“Leadership is key. If there’s a disconnect between the President and the CEO, values can be an important way to bridge the gap. For instance we have had a change in leadership recently and this has put our values more to the forefront. So a leader drives the organization’s ability to manage the values.” Dupré</p> <p>“I think it’s important for them to be congruent. I make a conscious effort and I really focus on leadership things that keep the office at a higher level and external leadership and I don’t do routine operational stuff. If the weren’t consistent, then I shouldn’t be here.” Thompson</p> <p>“I think that if my values were not congruent, it would be very hard to work here. They need to match. Our challenge is to get the entire management team to think the same way. I want them to believe in all the values so it helps us make better decisions. We need to bring them to life.” Caron</p>
<b>Theme 5: Values are valuable</b>			
<b>Importance of values</b> <ul style="list-style-type: none"> <li>NSO participants indicated that values were important – some more than others. Most agreed that values can help to increase</li> </ul>	<ul style="list-style-type: none"> <li>Useful to enhance clarity</li> <li>Useful to engage people around a common purpose</li> <li>Useful when handling difficult situations to help</li> </ul>	<b>Value of values</b> <ul style="list-style-type: none"> <li>NSOs agree that values can help to clarify and connect people on common objectives</li> <li>Very useful when dealing</li> </ul>	<p>“They were useful in getting the right people on the bus on the wrong ones off it. The people who left, and it’s minimal, is because there wasn’t a good fit with the values or they left because AC provided</p>

<p>clarity and build cohesiveness amongst members.</p> <ul style="list-style-type: none"> <li>Many already saw MBV being applied albeit intuitively or in a soft way. Interested in doing MBV more intentionally to move it towards organizational wide systems, practices and policies (institutional level).</li> </ul>	<p>guide decision-making</p> <ul style="list-style-type: none"> <li>Useful to inspire and motivate people to work towards a common goal.</li> <li>Need more information on the benefits of investing in this area</li> <li>Key is to think long-term, to have a strategic framework in place, and leadership that supports values playing a more intrinsic and inspirational role.</li> <li>Attracting the right people</li> </ul>	<p>with conflicts</p> <ul style="list-style-type: none"> <li>Useful tool to gain support and buy-in of common objective.</li> <li>Values can extend beyond the foundational documents and can be incredibly useful to frame discussions and ensure consistency in decisions that reflect the voice of members.</li> <li>Values can also inform how a process will unfold – Speed skating walked the talk regarding its values in how it engaged its members in the competition review process.</li> <li>Need to understand the impact of incorporating values more intentionally within organization’s management approach.</li> <li>Need to have the system and structure in place in order to allow the values to be lived more intentionally.</li> <li>Positive deviance – people staff and if they leave, they come back (recruitment and retention of Highly Qualified People)</li> </ul>	<p>them with a great foundation to generate new skills and gave them the opportunity to grow and learn.” Mortimore</p> <p>“We have the same staff and we have people coming back. We have a culture that brings people back.” Gittens</p> <p>“I know our members also feel that values are very important. We do refer often to them when making decisions or starting new initiatives – they are often referred to. If we’re moving into a new area – we look at our values to see how things fit in – our strategic plan maps out the what and our values help us with the how. We try to link and integrate it into our plan and mesh it with our mission and vision. Our values really help us with the ‘how’. Our structure mirrors our plan so people are in positions to report against what we said we were going to do, as well as our Board and committee structures.” Gittens</p> <p>“Even for our membership, it’s easier to promote our values – but there is more communications and messaging we can do around it. True Sport is a great vehicle to bring your values to life and a great resource for that. We are encouraging our members to become True Sport members. We have our new name and logo and our entire brand strategy is reflective of our values. That’s an opportunity now to connect it deeply with our communications strategy ... it’s really about having it top of mind. We do connect back with True Sport</p>
---	--	--	---

			<p>around events but there are more chances for us to be deliberate. We have a great staff person who connects True Sport with this at the programming level.” Gittens</p> <p>“They play a pivotal and vital role in the decisions we make and in the culture we have in the office. It shapes the attitudes of our staff. So if there’s a problem or issue, and you’re making those tough decisions, if your decisions are based on the values that you have within the organization, you can rationalize why you are making that decision and you have a solid foundation of shared values to base your decision on. It simplifies the process for sure. I think that is reflective of how we manage.” Gittens</p> <p>“I think you pull out your values consciously when there’s a tough decision to make. We don’t reflect on our values every minute but it’s when it’s a tough decision, that you step back and say, is this is the right answer despite the fact that I’m going to have to spend more time, money, etc. but I do think that if there’s a tough call, that’s when you go to your values.” Hahto</p> <p>I think if there are changes or adaptation – looking at our values certainly clarifies why we’re doing things, who we’re doing it with. Sometimes it makes for harder calls but it’s always in the end the right call. I try to live everyday in accordance</p>
--	--	--	---

			<p>with our values. I want the people looking outside our organization to know that our decisions reflect our values. People who chastise us often are those that might not share our values.” Lafontaine</p> <p>“If I look at MBV and those that might be applying this philosophy in a soft way, are they more successful? I would expect to see that they were but I would want data on culture, retention, productivity, etc. to provide me with important information that I’ll need to consider to what extent I invest in this area.” Mortimore</p> <p>“But you have to find the people that share your organization’s values. This needs to be given more weight – so you won’t achieve what you want to achieve. I think an organization can achieve the progression based on the caliber of the people you hire and who share the values of the organization. PM</p> <p>“You made me think about this differently. So I would say that values do influence culture. I think when we did the values exercise in 1996, it was based on who we were. The values have helped us become the organization we are today because they were embraced by the community and were the values that they believed in. If we believe in these values we asked ourselves ‘what are we going to do to make these values live?’ The values were defined by people who believed in them even though the culture didn’t necessarily reflect it at the time. And in following these values we</p>
--	--	--	--

			<p>began to move in the direction of our vision. And perhaps this inadequate culture made us realize that we needed these values to guide our decision. I strongly believe they helped us get to where we are today.” Dupré</p> <p>“If we don’t spend time investing off the field you won’t get on the field performance. It would be interesting to look at organizations that perform on the field and to examine how much they invested in off the field performance. The time that we have spent on getting organized and aligned to become what we have become – we have more expertise, we have more technical expertise – you amplify the impact the performance potential since the two are so connected. So we spend time educating our board and on risk management it’s all with a view of enhancing the organization’s management system. Less time putting out fires means thinking time for sport stuff. “ Dupré</p> <p>“We are using values as the standard against which we set our operations every day. For everyone in our organization they have them as an anchor point for their work and for what and how we do it.” Thompson</p> <p>“Yes – I believe it helps to ground staff, to explain why they are doing something. For creating the culture you need that allows you to adapt, change, compete and it allows you to look beyond today.”</p>
--	--	--	---



			<p>Thompson</p> <p>“I see it repeatedly because I’m looking for it now. More generally what I have seen, the biggest change is people are moving away from being road blocks to solution oriented. Our conversation on values has generated a shift in attitude. When you look at all of this, our staff might have said, it was easier to say no you can’t but now they are looking more for ways to say yes we can. I’ll give you an example. One of my staff brought something to my attention, it was a club issue. And he said, normally I would say no but he said ‘is this something we can look at doing?’ What had happened was that one of our sections had said that they wouldn’t provide funding for a club to incorporate. That there was too much risk involved. But it was such a small amount of money that we said we could easily find a way to support the club. And that I think is powerful. So the club called us and was mad at the section; we bridge the discussion; the section did not have the resources or knowledge to know how to manage this. We diffused the tension towards the section; the club felt important and show them that we cared enough to figure out something for one of our clubs. We would not have seen this prior to doing our values work. Now our section knows that it’s OK to come to us in the future.”</p> <p>Thompson</p> <p>We are miles apart then before we did this</p>
--	--	--	---

			values exercise. The goal was to help our organization become stronger and we want this to live beyond our NO and also permeate across the sections and clubs. This work will help us build a stronger structure which will help the entire sport grow.” Thompson
<b>Theme 6: Values are not being communicated intentionally</b>			
<ul style="list-style-type: none"> <li>• NSO websites are not intentionally highlighting, communicating, or using their values (6 of 9).</li> <li>• SSC, Skate Canada, Wheelchair basketball are the only NSOs who are using the brand of True Sport</li> </ul>	<ul style="list-style-type: none"> <li>• Websites are not being used by NSOs as a means to communicate their values externally.</li> <li>• They can be described as inactive</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging website as a strategic communications tool for both internal and external audiences. Use of values is a way to tell the public more about your organization and how you do business.</li> <li>• Values are inactive on the websites of most NSOs.</li> </ul>	
<ul style="list-style-type: none"> <li>• Those that have used their values intentionally also are examples of NSOs that are living their values intrinsically within their organization (2 of 9). WB and SSC</li> </ul>	<ul style="list-style-type: none"> <li>• Websites can be an example of how the NSO can become more intentional about the use of their values - example of VIA (values in action)</li> <li>• Portrays an image of an organization that walks the talk related to their values.</li> <li>• Begins to embed values within the systems of the organization so making use of them becomes easier (intrinsic).</li> </ul>		
<ul style="list-style-type: none"> <li>• Use of True Sport on the website is an example of being intentional about the use of values.</li> </ul>	<ul style="list-style-type: none"> <li>• NSOs who have used the True Sport logo are also those that are intrinsically embedding their values</li> </ul>	<ul style="list-style-type: none"> <li>• Use of True Sport can be an example of the organization being intentional about using their values in an inspirational way.</li> </ul>	

	within their organization (3) (SSC, WB, SC).		
<ul style="list-style-type: none"> <li>NSO sites are information driven – use of values would help to bring it to life and give people the essence of the NSO not just what it does. “What we do” is communicated loud and clear – “how we do it” is less obvious.</li> </ul>	<ul style="list-style-type: none"> <li>Websites are a source of information and not inspiration</li> <li>Ways to do both.</li> <li>Consider both internal audience (members) as well as external audience (public).</li> </ul>	<ul style="list-style-type: none"> <li>Seeing the website as the primary communications vehicle to showcase who the sport is would provide the NSO with a means to inspire and inform.</li> </ul>	
<ul style="list-style-type: none"> <li>NSOs who have declared their commitment to True Sport are using the True Sport brand at varying levels. <ul style="list-style-type: none"> <li>Athletics, Gymnastics and Curling are True Sport members but are not using the brand on their site.</li> <li>Speed Skating, Skate Canada and Wheelchair Basketball are True Sport members that are using the logo on their site.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>NSOs who use the brand of True Sport on website are also using values within the organization intrinsically.</li> <li>NSOs who are not using the True Sport brand on their website are living their values intuitively.</li> </ul>	<ul style="list-style-type: none"> <li>True Sport is used by some NSOs intentionally to demonstrate their commitment to values-driven sport.</li> </ul>	
<b>Theme 7: Deliberate engagement</b>			
<ul style="list-style-type: none"> <li>Splash ‘n’ ripple analogy (Theme 3) described how the values might be manifested within the NSO and the impact that they these values might have on the entire sport.</li> <li>Theme also suggests that some NSOs have been more deliberate</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The findings revealed that leaders of NSOs who fully engaged their members are also examples of NSOs who are living their values intrinsically as identified in Table 3 – some to a greater extent than others.</li> <li>Speed skating, athletics, gymnastics, swimming, and</li> </ul>	<p>“On our Board we try to refer to these values in a more intentional way. But we have not gone through a difficult decision that might have forced us to refer back to the values to guide out thinking. I would like to do this in the future and to try and use them more intentionally with the Board.” Caron</p>

<p>than others in how they went about engaging their members in a dialogue on values.</p> <ul style="list-style-type: none"> <li>• William Thompson (<i>figure skating</i>) is considering how he might be more intentional in engaging his members on the new Skate Canada values that were recently identified by national office staff.</li> <li>• Curling is still in the process of implementing their governance model while soccer has just begun a governance review. Both are now considering what role values will play and how intentional they might be in hosting a system-wide conversation on the values for their sport.</li> <li>• Diving has recently renewed its values and is currently evaluating whether or not broadening the discussion on the identified values would be of value." This comment suggests that leaders of Diving Canada may be in a state of readiness to begin to explore how their values might be leveraged more intentionally.</li> <li>• The splash 'n' ripple analogy suggests that engaging members</li> </ul>		<p>wheelchair basketball offer examples to learn from. These organizations broadened the dialogue to include provincial and territorial members. In particular, speed skating, athletics, and wheelchair basketball engaged their members' system-wide; have continued to refine and renew their commitment to their values; and have embedded values within their strategic plans. Swimming and gymnastics also engaged their members in a discussion on values and provide strong evidence that the values are having a significant impact on how the organization functions. While contained within their strategic plans, these organizations have not yet embedded their values into their policies, procedures, and programs.</p>	<p>"We are now reaping the benefits of the work we have done on working towards the Policy Governance model. Many of our provinces and territories are now using our templates and approach and beginning to apply it at their level. I must say that this is the result of significant investment by our volunteers and they put a ton of sweat equity into creating this platform which we are now benefitting from as an entire sport. We are seeing the ripple effect when our Chair meets with the provinces and territories on a monthly basis."</p> <p>Stremlaw</p> <p>"I would like to be able to say that these are the values for the sport of gym in Canada. And more of us are moving towards that. And if we look at the PTOs that their plans are aligned with ours. So I think this set of values are for the sport of gymnastics in Canada. How far does it trickle down? I think quite a lot. Now how much are they being put in action at the PT level and club level – I'm not sure." Caron</p> <p>"We all think values are important but we are not living them intentionally. I want people to be more aware of the values, that we are respecting them when we think, operate, and decide. Even if it's happening intuitively, I think it's important for people to reflect on them when they make decisions. Especially at a strategic planning level. Sometimes it's hard to do this on a day to day basis or on the spot. You're not going to go back and look at</p>
--	--	---	--

<p>in a dialogue on values is one way to do so.</p>			<p>your values. If you do it at the planning level it becomes easier to apply it every day.” Caron</p> <p>“This might provide us with an opportunity to engage our sections [P/TSOs] in a conversation around the values and the importance of promoting them to their members. I would love it if these five values were posted in every club.” Thompson</p> <p>“Values need to become integral and not an ‘add-on.’” Gellar</p>
<p><b>Theme 8: a better way – management by values and by objectives</b></p>			
<p><b>Balance between management philosophies</b></p> <ul style="list-style-type: none"> <li>• NSOs that participated in this study primarily are focused on MBO. Some indicated that they manage more by calendar, by crisis, by motivating others. All agreed that their objectives drive their business.</li> <li>• Integrating both MBO and MBV – not either or. Important to keep the language of objectives. Even though MBV incorporates both objectives and values, Joanne (athletics) interpreted it as a focus only on values. Building awareness for this additional management philosophy is a first step towards becoming more intentional about role and</li> </ul>	<ul style="list-style-type: none"> <li>• Intentionally thinking about values can be facilitated if considering them as part of a 4-I Framework: <ul style="list-style-type: none"> <li>✓ Inactive: dormant; not being used intentionally</li> <li>✓ Intuitive: at the individual level; leadership dependant; small number of examples of using values intentionally surfaced</li> <li>✓ Intrinsic: system-wide and evident in policies, practices, procedures of the organization –still focused inwardly on the organization but lots of</li> </ul> </li> </ul>	<p><b>A better way – values and objectives</b></p> <ul style="list-style-type: none"> <li>• Intentionally considering the role and importance of values within the NSO will be very different across each sport as their cultures, stages of readiness, and leadership are all very unique. What can be consistently applied is the idea of balance both what we are trying to achieve (MBO) with how we are trying to achieve it (MBV).</li> <li>• Having a system and structure in place that supports the integration of values facilitates the process.</li> <li>• Need to be in a state of readiness to practice both. Intentionality and awareness will bring values more to the fore.</li> <li>• Needs to be a subtleness with how</li> </ul>	<p>“MBO is the blueprint for our organization. It guides what we do and incorporates our values in the process. I do think we need a better balance between MBO and MBV and being more intentional about our values may help us achieve that balance.</p> <p>MBO and MBV are the full package. And even though the medals are the objectives, there is no reason why we shouldn’t obtain them with integrity and in a fair and inclusive manner.” Mortimore</p> <p>“I think it’s important not to overplay the hand here. What I mean by that is that there are other things that we have had to grapple with on the performance side – let’s say it’s psychology - when are you going to have a psychological component within your program. Where does that live</p>

<p>usefulness of values.</p> <ul style="list-style-type: none"> <li>• Greg (curling) sees his NSO as practicing MBV purposefully and accidentally. It's one of many ingredients for curling to operate and be successful. He believes this management philosophy is riddled throughout Policy Governance model.</li> </ul>	<p>examples that indicate intentional use of values within the national office</p> <ul style="list-style-type: none"> <li>✓ Inspirational: use of values as a strategic communications vehicle to engage and inspire members to achieve the purpose of the sport in Canada –focused outwardly on the sport – regular and strategic use of values within the national office as well as within the entire sport.</li> <li>✓ Fifth “I” is the intentionality with which the organization moves from one state of leveraging values to the other.</li> </ul>	<p>values are introduced and managed within the organization or you risk creating a culture that is indifferent, unresponsive or ambivalent to the values.</p>	<p>in there? Can that help? How much time do you devote to that when you also have to take ballet and lift weights? So you have to balance these things out. And so, what seems to be quite important with respect to the psychological component is that there is a subtlety to it. That it is not overt in your face – now we are doing sport psychology. We are having it a bit ever-present where it's subtle enough where people might not consciously realize it. I think when you get into the whole notion of values and values that live in the organization there has to be a subtlety to it. It's not a marketing ploy, it's not the buzz words you throw out – eh integrity and community - and use them as a marketing slogan. Because it's not. It's so much deeper and profound than that. And it's taking it to a level that it becomes pervasive instead of a too.” Gellar</p> <p>“Like most NSOs we are operating by objectives. What is good about this, it's making me as the senior staff level is having me incorporate MBV with MBO which is what we do now. And I like it. It's a question of how can we gradually bring this into our current management approach which is currently focused on objectives and outcomes.” Caron</p> <p>“I think we are intentional by our messaging to our stakeholders: through our spokesperson (Pierre walks the talk); we could be more intentional through communications: website, letterhead, etc. There needs to be a fine line – if we</p>
--	---	--	--

			<p>blanket the system do people still hear it or does it just become noise. So for example we don't share our values intentionally through our plans and like anything we don't want to overdo it." Hahto</p> <p>"Our values were our litmus test. And it works. We don't do this (use our values) enough – most of the time, in such an intentional way. Most of the time, our decisions reflect our values because that's the way we do business here." Hahto</p> <p>"I think values are extremely important but in what balance? I don't think they need to be the be all and end all. Research would need to substantiate that if you have the following values and you practice them therefore you will achieve. I believe that values are a huge part of it. Is it the only ingredient, no? I like MBV as long as it's tempered with a lot of other things." Stremlaw</p> <p>"I like MBV as long as it's tempered with a lot of other things. I think MBV is riddled throughout Policy Governance anyhow." Stremlaw</p> <p>"By values and by objectives. The values play a role on a day to day basis. When you work with the same people for a long period of time, it's an integral part of our organization." Dupré</p> <p>"As a NSO we don't make the great athletes, but we can wreck them. If we</p>
--	--	--	--

			<p>don't have organizational excellence, we won't create the opportunity for the athletes to achieve optimal performance. So in my mind, having organizational excellence is critical in order to see the athletic excellence emerge. Tying it back to the values and keeping them in front of you will remind you to keep your arrogance in check. While we might enable excellence we do not own the athlete's performance – we need to be humble of our contribution.” Thompson</p>
<b>Theme 10: Longer-term objectives need to be considered</b>			
<p><b>A focus on longer term objectives facilitates the conversation on values</b></p> <ul style="list-style-type: none"> <li>Longer-term strategies are required which allows the values to surface more intentionally.</li> <li>Focus on short term means NSOs are driven by objectives as they are funded using this criteria.</li> </ul>	<ul style="list-style-type: none"> <li>2020 Vision Plan that incorporates mission, vision, values</li> <li>Creative ways to achieve this</li> </ul>	<p><b>Keeping the horizon in sight</b></p> <p>Longer term planning and longer term investment will allow the NSOs to think more deeply about items other than objectives including its values.</p>	<p>“I believe that if an organization is doing both MBO and MBV appropriately, it takes a long time. We have been doing MBO for a solid eight years and we are now starting to see the fruition and we'll start to see success.” Mortimore</p> <p>“When you are dealing with chaotic situations, values are not something that are placed at the top of the list. They may be an end result but you need to get it done. When you are dealing in short-term goals it's all about getting the job done.” Montopoli</p> <p>“We wanted to improve but for the long-term not just for the short term. We had been stagnating and while we were successfully year to year by balancing our budget, doing what we said we would do, etc. But if you step back and assessed our performance on longer term direction and our achievement towards that or how we</p>



			<p>were responding to external shifts in the environment, we were failing miserably. We have invested a ton of money over the past four years because that will rebuild the system. We need to reinvest our earnings into the sport and if you're thinking only short term you can get panicked with short term investments. If you look at what we are doing and generating long term, it gives you the flexibility to take risks and to invest.” Thompson</p>
<b>Theme 11: Clash of the values</b>			
<p><b>Competing values within the sport and outside of the sport</b></p> <ul style="list-style-type: none"> <li>NSOs are experience multiple tensions between competing values. This included <i>tension between the NSO's declared values</i> – For instance, Joanne raised the point that the survey indicated that membership felt there was an imbalance between/ amongst AC values. Particularly those that represented excellence (high performance) and the value of lifelong physical and emotional health and fitness. Some felt they had to choose between one or the other. Joanne indicated that LTAD might be able to bridge that gap. JP echoed this perspective.</li> <li>Also tension between the <i>NSO's values and those of the funding agents</i>. There is also a <i>clash</i></li> </ul>	<ul style="list-style-type: none"> <li>3 of 9 NSOs have indicated that they find it hard to keep all values in balance. There is a tension between achieving on the field performance excellence and the value associated with well-being of the athlete, participation, and life beyond the field of play. (AC, SSC, GCG)</li> </ul>	<p><b>Clash of the values</b></p> <ul style="list-style-type: none"> <li>Dominant set of values from funding agencies creates pressure and challenges for NSOs who are trying to achieve podium results AND do so in a way that is consistent with all their values.</li> </ul>	<p>“But I think it goes back to the risk of how far do you push the envelope? Because in our sport we have to excel because our funding partners are asking us to excel at the highest level so sometimes you have to push the envelope and you have to be creative and innovative. We do so with safety being the first priority. But if you look at it from the international perspective, countries are pushing and pushing to be top 3 And that s our goal. So I think we're going to clash and this goes back to our funding model. A large part of our funding comes from Own The Podium and our core business is the national team. It's to excel at the national level and it's not just to excel but to win. And our funding depends on this. If we're going to say as an organization we don't believe in where the rules are going and we don't want to push because we don't think it's safe then we are going to clash with the</p>

<p><i>between the National Office values and those of their members at various levels</i> – if indeed the values are meant to represent the sport, then the National Office, as the organization responsible for providing leadership to the sport, is in a position to consider strategies to clarify and connect – and a dialogue on values can be used for that purpose. JP indicated that there is a strong push for on the field performance excellence and this causes the NSO to weigh options, often in favor of the value of excellence (because that is what drives funding).</p>			<p>priorities of our funding partners and what they are asking us to do. I'm struggling as the CEO – how far are we going to go. Some countries don't take this route because they are more focused on participation – so excellence at all cost is not their priority. Our funding model is and so it's pushing us, especially a high risk sport like ours, to take high level risks." Caron</p> <p>"We intentionally use it within our domestic programming. At the HP it gets skewed a bit. We tried to be intentional and with the direction were HP sport is going; with the emphasis on results based outcomes and the introduction of OTP, I don't think we're as intentional or deliberate as we could or need to be. The idea of 'winning at all cost' is very closely tied to the own the podium philosophy and to me it's skewed. I'm not sure what the outcome is yet because it's still relatively new – the whole focus on performance. I think there's a danger of a slippery slope and we have to be mindful of that. It's (focus on values) just not as front and center as it is with our domestic and grass roots programming. On the HP side, values take a back seat – where are they? I know they're there where we have control in our selection process over things we have control over. It's a challenging one. So the HP policy reflects our commitment to our values. The challenge is getting it down to a level of programming and culture. In a framework that focuses exclusively on</p>
---	--	--	--

			<p>results, there's a tension that arises between what and how. OTP is managing by objective and we are trying to also balance how we get there (MBV), how do we reconcile the two." Gittens</p> <p>"The decisions we make have to be made based on objectives but supported by our values. We drill down objectives because that's how we get our funding. Our current structure is so rigid that it makes it difficult for us to have flexibility and to be creative." Hahto</p> <p>"I'm struggling with this. Where do we stop? Knowing that ... as an example at the Olympic Games in 2008 we had an injured athlete on site. Looking at our values, and if we were true to them, he should not have competed. But he was a targeted athlete, a potential medalist and so we pushed the envelope a little. It didn't work. Now he's fine but we're really pushing it here. It's always at the back of my mind. How important is it for us to win a medal. It's important for him, and his coach, and for the organization. If it wasn't THAT important – and it's always important but now it's even more important with that much funding at stake – then we do everything possible to get him back on his feet. The people at Own The Podium are smart people so they take into consideration not only that we didn't meet the benchmark but why. But it's a very real struggle – this tension between competing values – and it's not getting any</p>
--	--	--	--

			<p>easier to manage.” Caron</p> <p>“Members told us that we needed to strike a balance between our values and most people wanted us to focus on LTAD. The NSO’s focus is so high performance driven so we had to ask ourselves are we really committed to the value of ‘lifelong physical and emotional fitness’? I relate it back to the Canadian Sport Policy (CSP). We want everything for everybody but our CSP does not say we are going to win medals and yet our entire funding model and accountability is around winning medals. How do you balance all of that and that is a question we are currently asking ourselves.” Mortimore</p> <p>“What I find interesting and challenging is how do the other Gymnastics Canada values relate and work with the value of excellence. How far do you push the envelope and still stay true to your values? Most of our staff and because we’re staff driven – it’s up to them to ensure that all of our values are applied across the operation.” Caron</p> <p>“In this environment with Own the Podium and our funding model where we are not just talking about participating anymore or making it fun. We are talking about podium results and winning medals. How far are you going to push and go outside your values to achieve that outcome? And that is why I said it was challenging because I think we’ve been doing a good</p>
--	--	--	--

			<p>job of balancing this but it's becoming increasingly difficult. We're not putting ourselves in a situation where we are operating outside our values." Caron</p> <p>"I think we have invested in living our values. It's on our walls, it's on our website, it's intuitive ... but I must admit that the objective now has become so big that is clouding our judgment. Our objectivity and way of looking at our goals for 2010 ... these Games are creating so many problems for and we have to go back to what we're all about; and we need to understand the two different disciplines and respecting the fact that we want athletes to perform, we want the sponsors to get their bang for their buck; we want the media to be happy; we want the parents to have an optimal performance. But there's a clash between all those things and the Games are all about the medals – the bronze medal, the silver medal and the gold medal. And sometimes we have clashed and we have a hard time getting back to the basics. The pressure to win and to perform is becoming all consuming but we can't lose sight of the other important elements and that don't want the athletes to just compete at the games we want them to experience the games. That's tough to manage and I have not found the perfect solution yet. The focus is shifting is exclusively on the value of excellence and living our values is not living them individually it's living them collectively. I'm going to be thinking about all of our</p>
--	--	--	--

			values as I consider this challenge. Dupré
<b>Additional Findings</b>			
<b>Leveraging successes within the organization</b> <ul style="list-style-type: none"> <li>• Participants enjoyed speaking about their optimal experiences but for many of them it did not come easily to mind.</li> <li>• When they did recall a moment in time when the organization functioned optimally, they indicated that the impact reverberated throughout the organization and brought the sport together.</li> <li>• In one case, Diving's crisis helped to achieve this – example of positive deviance.</li> </ul>	<ul style="list-style-type: none"> <li>• Mining optimal organizational performance does not come easily as most leaders are focused on putting out fires, dealing with daily management issues, etc.</li> <li>• When they do share, you can see that the occurrence had a profound impact on the individual and the sport.</li> <li>• Stories surfaced and illustrated the importance of paying attention to the 'how' of the experience, and not only the 'what'.</li> <li>• Cited instances when their organization's values were coming to life.</li> </ul>		<p>"I've seen an increase and improvement in work output; higher quality since the summer. There's better working between departments. We've also incorporated a better work process amongst and across teams so our values process helped to bring this to life." Thompson</p> <p>"I think when we're dealing with a positive doping infraction and the discipline policy we had to instill on that, that was a simple one. We used our policy to help guide our approach and what process we were going to use but our values really provided us with extra value and meaning. They guided how we were going to implement the policy. So it helped to make a somewhat difficult decision much easier. We looked at that situation and the decisions around it were all made but it's important to note that our policies, procedures and programs are all reflective of our values. So for example our disciplinary policies, conflict of interest, they are grounded to what our values are. They articulate our commitment to our value of ethical conduct. In this case, it was relatively easy." Gittens</p> <p>"I think we could answer this better next week after our big event. It's our first event since we've got all of this stuff in place. I don't think we're functioning optimally but I do think we're better. But</p>

			<p>we are nowhere near where we need to be. We now know what to do (MBO) and our values inform how we do it (MBV) so this event will benefit from this. The interaction between the departments and in particular the event and the sponsorship and marketing group has been enhanced. It was a great source of friction but with our work on values, it has been much smoother. The lead up has gone much more smoothly and much calmer and more cohesive. I think this was a tipping point – the conflict last year was getting ridiculous and to the point where we agreed that we were not going to go through again. It forced us to find a better way and the work around our values has significantly facilitated this.” Thompson</p> <p>“I think we manage by objective and supported by values. It’s the balance between the two that provides for effective management. We try to build around that the appropriate org structure that allows and empowers people to work in that direction. Our job is to get the things out of the way that prevent our staff from achieving their objectives.” Hahto</p>
<p><b>Step by Step process to more intentionally manage and live NSO’s values.</b></p>	<ol style="list-style-type: none"> <li>1. Have a conversation on the values you want to see manifested in your sport</li> <li>2. Get your house in order by setting goals and evaluating your performance</li> <li>3. Integrate your values into Board discussions and use values to determine</li> </ol>	<p>A useful way to think about incorporating values is to frame it around: THINK – PLAN – DO. If you incorporate them at the thinking level, they will impact the planning level which will filter into actions and behaviors.</p>	<p>“In artistic gymnastics for instance it’s like having two different cultures. And we hired Cathy Haines as our CTO to help bridge the distance between the two sports among other things. The idea is to gradually integrate the thinking, and the planning and the doing. We started by doing some thinking together, and then gradually, then gradually we started</p>

	<p>decisions, evaluate performance, set plans for future</p> <ol style="list-style-type: none"> <li>4. Make the values intrinsic within the National office by including values into systems, policies, practices, programs, hiring, evaluations.</li> <li>5. Communicate your values explicitly and your commitment to initiatives that uplift your values (True Sport).</li> <li>6. Invest in your sport's capacity at all levels to manage by objectives and by values</li> <li>7. Renew your commitment to your values every 5-7 years in a system-wide dialogue.</li> </ol>		<p>planning together and now they are doing things together". Caron</p> <p>"We revised our technical structure and we looked at the committee level and this was very difficult for them to do this – this was part of our vision. It wasn't easy at the beginning and it helped that we had a CTO coming in. This is going to help with the doing because we're thinking and planning together". Caron</p>
<b>Additional Research</b>			
How frequently should the NSO be engaging members in a dialogue on values? MBV workshop emerged as a useful way to have the leadership think more deeply about this. Not clear about frequency at this point but I suspect that aligning this within the strategic planning process and annual reviews might be a good strategic move with fuller values renewal processes scheduled every 5-7 years.		"Every two years we re-align our plan according to the current landscape and in doing so, we ensure that it is line with our values. We reviewed our values but the consensus was they were the ones that best reflected who we are now. It might be interesting to test whether or not our plan and our values aligns with the branches." Dupré	
What management approach can best facilitate the balance required between achieving objectives and living the organization's values?			
How does incorporating values within the organization's management approach increase its performance? This research is indicating that there is evidence that supports that it does as does the review of literature.		"I've seen an increase and improvement in work output; higher quality since the summer. There's better working between departments. We've also incorporated a better work process amongst and across teams so our values process helped to bring this to life." Thompson	
What comes first: the values or the structure? Strong evidence to support that a conversation on values first stimulate clarity of purpose rather than building the structure first and then asking what matters most to the organization. CCA is an example of putting the structure first through			



engaging its members via the Policy Governance model. SSC is an example of putting the values first as they began their review with what matters most to us.	
Does engraining values at the intrinsic level help the organization adapt to changes in leadership?	"I think that many organizations are far too dependent on one or two personalities – and the superstar CEO theory doesn't work. I don't want the organization to rely on me exclusively. What I would like to see is through the core values being in place and putting it into a cohesive package it will make it less personality dependent. I think we're at high risk if I or the chairperson left and that's not a healthy position for the organization to be in. But if you have your values and they are engrained in the culture of the organization it will help the organization hire well." Thompson